



BRUCE A. CHERNOF, M.D.
Acting Director and Chief Medical Officer

JOHN R. COCHRAN, III
Chief Deputy Director

WILLIAM LOOS, M.D.
Acting Senior Medical Officer

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES
313 N. Figueroa, Los Angeles, CA 90012
(213) 240-8101

**BOARD OF
SUPERVISORS**

Gloria Molina
First District

Yvonne Brathwaite Burke
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

February 17, 2006

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.
Acting Director and Chief Medical Officer

SUBJECT: **DHS REPORT ON NURSING RECRUITMENT AND RETENTION**

On your Board meeting of December 20, 2005 you requested that the Department of Health Services submit a report on a comprehensive approach to streamline nursing recruitment and retention. Attached is a report which addresses the following key areas:

Exhibit I: Nursing Strategic Plan which includes the following critical components of recruitment and retention designed to reduce and eventually eliminate Department of Health Services' reliance on the utilization of nurse registry and other temporary medical personnel registry contract workers:

- Development and implementation of an effective recruitment plan
- Development and implementation of an effective retention plan
- Development and implementation of clinical training programs

Exhibit II: Current Recruitment and Retention Statistics

Exhibit III: Recommendations for Quality Control Measures on the use of nurse registries and other temporary medical personnel

Exhibit IV: Recommendations on implementing full tuition reimbursement without decreasing County length of stay commitment

Exhibit V: Recommendations on Nursing Recruitment Tools

Exhibit VI: Cost Analysis of providing scholarship vs. registry cost per FTE

Exhibit VII: Implementation Timetable

The Department of Health Services believes that delegation of authority for certain classification and compensation decisions would expedite hiring of critical unfilled position. The department has completed its interview process for a new Director of Human Resources and expects to name this individual in the next week. One of the immediate short term goals for the Human Resources Director will be to work with DHS executive leadership, Department of Human Resources, and the Chief Administrative Office to develop a proposal for your Board's review.

If you have any questions or need additional information, please let me know.

BC:vb
512:012

Attachments

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Department of Human Resources

**A COMPREHENSIVE REPORT ON
NURSING RECRUITMENT AND RETENTION
DEPARTMENT OF HEALTH SERVICES**

SUBMITTED BY:

**VIVIAN C. BRANCHICK, RN.M.S.
DIRECTOR OF NURSING AFFAIRS**

EXHIBIT I

**STRATEGIC PLAN FOR NURSING RECRUITMENT AND RETENTION
TO ELIMINATE DEPARTMENT OF HEALTH SERVICES RELIANCE
ON THE UTILIZATION OF NURSE REGISTRY AND OTHER TEMPORARY
MEDICAL PERSONNEL REGISTRY CONTRACT WORKERS**

EXECUTIVE SUMMARY

Current State of Recruitment and Retention:

The Department of Health Services has as its mission, to improve health through leadership, service, and education. The mission and the responsibilities of the leadership and management team cannot be accomplished unless the department has in place, an infrastructure to ensure it has the resources available to provide service to the people of the communities it serves. A critical component of this infrastructure is a solid and effective recruitment and retention plan. Nursing recruitment and retention issues are not unique to the Los Angeles County Health System. Several research studies and reports have been conducted by various healthcare organizations to evaluate and implement strategies to respond to the current nursing shortage.

Healthcare organizations in California and throughout the country are facing the same challenges brought about as a result of a severe nursing shortage coupled with a mandated nurse-staffing ratio. These two issues have resulted in organizations turning to temporary agencies or nursing registries for supplemental staffing in order to keep beds and units open. Ideally, agency nurses should be utilized as supplemental staff to provide relief for vacations, holidays, sick calls, and extended leaves of absence. But due to the nursing shortage and nurse-staffing ratio dilemma, hospitals are forced to use registries as a base for core staffing, especially for specialty areas and hard to fill positions.

Use of temporary agency nurses has its positive impact on our workflow, since they do provide much needed manpower in the absence of permanent employees. The negative impact is on the organization's financial resources, the quality of job performance, the continuity of care provided to the patients, and the commitment to the mission and values of the organization. In addition, high utilization of temporary agency staff adds complexity to the department's ability to comply with JCAHO and other regulatory standards. In order to control the use of registry nurses, hospitals and healthcare organizations have been very proactive in evaluating and implementing creative recruitment and retention strategies, including sign-on bonuses, and specialty differentials. It is important to acknowledge that the Department of Health Services (DHS) competes with these same organizations for the same pool of qualified and competent nurses. It is imperative that we streamline our internal systems and processes and allocate resources in order to reduce our dependency and reliance on registry nurses.

The critical components of a nursing strategic plan for recruitment and retention include:

- Developing a strategic vision and nursing philosophy
- Developing and maintaining a compensation structure that is responsive to market competition
- Promoting a work environment where employees feel valued and respected:
 - ❖ Promote a positive and culturally sensitive work environment where employees feel valued and respected
 - ❖ Promote a professional and collaborative model of care delivery
 - ❖ Promote career advancement and professional development
 - ❖ Adhere to standards of staff competency to ensure safe patient care and monitor quality of temporary agency nurses
- Developing strategies to reduce dependency and reliance on temporary nursing agencies
 - ❖ Cost avoidance or savings from reduction in temporary agency utilization will help fund additional programs or capital expenditures
- Developing an outstanding retention plan
- Developing community partnerships through the following initiatives:
 - ❖ Explore partnerships with local high schools to fund nursing scholarship for students interested in a nursing career
 - ❖ Explore partnerships with local community colleges to fund scholarships for deserving students enrolled in a nursing program
 - ❖ Explore partnerships with local community colleges to fund nursing instructors to increase enrollment
 - ❖ Collaborate with state agencies to explore funding for scholarship programs
- Developing a centralized database to track and trend key recruitment and retention metrics such as:
 - ❖ Turnover Rate
 - ❖ Vacancy Rate
 - ❖ Return on Investment (ROI) on advertising expenses compared to the number of nurses hired as a result of the various advertising venues

There are three parts to the strategic plan. The first part is a document which details the vision, philosophy, and strategic goals of the department's nursing service. The second part is a listing of recommendations to achieve the department's goal of reducing its dependency on temporary nursing registries. The third part is a timetable for project implementation.

This report was completed after an assessment and evaluation period through discussions with facility CEO's, CNO's, nurse recruiters, staff from the CAO's office, DHR staff, DHS HR staff, nursing staff, and an internal review of current systems and processes. A copy of the report was given to SEIU Local 660.

The recommendations will be developed and implemented and a progress report will be given to the Board of Supervisors on a quarterly basis (calendar year). The recruitment plan will be reviewed and updated annually with all stakeholders.

Current recruitment and retention statistics:
Please See Exhibit II

Contributing Factors to the Current State of Recruitment and Retention:

- Nursing Shortage
- Aging Workforce
- Work Environment
 - ❖ Antiquated Systems and Processes
 - ❖ Antiquated Facility
- High Patient Acuity
- Nurse-Staffing Ratio
- Compensation
- Market Competition
- Staff Recognition
- Negative Image Portrayed in the Media
- Job-Hopping, Especially Young Professionals with Multiple Options
- Mid-level Management Support and Visibility

STRATEGIC GOALS:

The Department of Health Services has an opportunity to develop proactive strategies to position the system as an Employer of Choice for the nursing workforce by focusing on these strategic initiatives and addressing the critical components of recruitment and retention:

- DHS will establish a strategic vision for nursing with:
 - ❖ Strategic Initiatives
 - ❖ Nursing Philosophy
 - ❖ Short and Long Term Goals
- DHS nursing services will demonstrate stability in its workforce through creative recruitment strategies, outstanding retention activities, and community partnerships
- DHS facilities will maintain a compensation structure that is responsive to market competition
- DHS nursing services will promote the following values in the work environment:
 - ❖ Promote a positive and culturally sensitive work environment where employees feel valued and respected
 - ❖ Promote a professional and collaborative model of care delivery
 - ❖ Promote career advancement and professional development
 - ❖ Adhere to standards of staff competency to ensure safe patient care and monitor quality of temporary agency nurses
- DHS nursing services will reduce its dependency and reliance on temporary nursing agencies
 - ❖ Cost avoidance or savings from reduction in temporary agency utilization will help fund additional programs or capital expenditures
- DHS nursing services will develop a centralized and standardized approach to recruitment and retention activities
- DHS facilities will achieve magnet status designation as a long term goal
- DHS facilities will have designated Centers of Excellence in nursing practice
- DHS will embark on a community partnership through the following initiatives:
 - ❖ Explore partnerships with local high schools to fund nursing scholarship for students interested in a nursing career
 - ❖ Explore partnerships with local community colleges to fund scholarships for deserving students enrolled in a nursing program
 - ❖ Explore partnerships with local community colleges to fund nursing instructors to increase enrollment
 - ❖ Collaborate with state agencies to explore funding for scholarship programs

Vision Statement:

The Department of Health Services' vision for nursing service is to be at the leading edge of the nursing profession, to strive for excellence in nursing practice, and to be an employer of choice for the nursing professional in Los Angeles County and Southern California.

The framework for professional nursing practice at each of our facilities is based on the principles of quality patient care, customer service, staff development, and career advancement.

Our highly skilled professional nurses provide care through collaboration with members of the health care team and through partnerships with the communities we serve.

Nursing Philosophy:

Nursing is committed to the health and well-being of individuals, families, and the communities we serve through leadership, service, and education. These goals are achieved through:

- Integration of professional standards into our standards of nursing practice
- Incorporating data based on research and benchmarks into our nursing practice and participating in research activities to enhance nursing's body of knowledge
- Developing a nursing workforce that encourages critical thinking and independent decision-making to enhance professional nursing practice
- Creating and promoting a work environment that fosters collaboration and respect for cultural diversity
- Partnering with our patients, families, and other members of the health care team to ensure their involvement in the care coordination process throughout the continuum of care
- Respecting the rights of patients and families and demonstrating sensitivity to the religious, ethical, and cultural beliefs of our diverse patient population
- Developing systems and processes to promote a proactive approach to the ever-changing demands in our health care environment
- Becoming actively involved in professional associations and community outreach programs
- Recognizing the achievements of our nursing workforce

**RECOMMENDATIONS TO THE BOARD OF SUPERVISORS
FOR LONG TERM PLAN TO ELIMINATE
DEPARTMENT OF HEALTH'S RELIANCE ON REGISTRY**

RECOMMENDATION # 1

**DEVELOP AND IMPLEMENT
CLINICAL TRAINING PROGRAMS**

Recommendation #1: Develop and Implement Clinical Training Programs

- Develop an ongoing formal New Grad Training Program
- Enhance existing OR specialty training program and other specialty training programs such as: ER training, critical care training, etc.
These two programs will achieve the following goals:
 - ❖ Act as a feeder for the system ensuring a constant supply of nurses for the facilities
 - ❖ Ensure internal bench strength within the system
 - ❖ Ensure core staffing for critical positions in specialty areas
 - ❖ Achieve the department's goal of reduction in utilization of temporary agency nurses
- Expand formal Preceptor and Mentoring Program
This program will achieve the following goals:
 - ❖ Provide nurses with a formal training to function as preceptors
 - ❖ Provide assistance to new grads and new nurses as they transition into a new role within DHS
 - ❖ Having designated preceptors will enhance staff satisfaction
 - ❖ Designating formal preceptors and mentors is a validation to the nurses that DHS values their education and expertise
- Increase the number of senior nurse student workers in the system
 - ❖ There are several schools and colleges of nursing doing clinical rotations within DHS facilities, yet the system has not been able to capture a big percentage of these students after graduation
 - ❖ Develop a separate classification for nursing interns to attract them to work for DHS after graduation
- College of Nursing:
 - ❖ Continue to provide administrative support and funding for the college of nursing in order to attract outstanding faculty and increase enrollment
 - ❖ Explore alternative funding
 - ❖ Enhance learning skills lab and virtual libraries to support distance learning wherever the students or nursing staff are located
 - ❖ Explore alternate site for additional college of nursing venue, such as at Olive View - UCLA Medical Center
- Continue to collaborate with workforce development staff:
 - ❖ Maintain a collaborative partnership between facility CNO's and workforce development staff in the student selection process
 - ❖ Increase communication between facility CNO's and workforce development staff in order to have a proactive approach to student placement after course completion.

RECOMMENDATION # 2

**DEVELOP AND IMPLEMENT
AN
EFFECTIVE RECRUITMENT PLAN**

Recommendation #2: Develop and Implement an Effective Recruitment Plan:

There is an existing recruitment and retention plan that was developed through a collaborative workgroup made up of representatives from DHS HR, facility CNO's, and Nurse Recruiters. Many of the components have been implemented and this plan will be used as a template to expand on recruitment and retention strategies. The referral bonus that your board approved sometime in 2003 and redesigned in November 2005 to focus on recruitment for MLK, was implemented in January and will be rolled out to the rest of the facilities in the beginning of the second quarter of 2006. Over the past year, an RFI was developed for recruitment advertising and marketing. RFP Proposals were reviewed and a schedule is being developed by contracts and grants for vendor presentations before a final selection is made.

Recruitment and retention go hand in hand and you will find that some of the strategies listed under recruitment will also appear on the list of retention strategies.

Recruitment Strategies:

- Streamline the hiring process:
 - ❖ Reduce the number of steps involved in the hiring process
 - ❖ Increase HR support and response to facilities
 - ❖ Eliminate the two person interview process for LVNs, and nursing attendants
 - ❖ Revise existing outdated medication calculation exam (MCE)
 - The goal is to make the test simple to administer, more user friendly for nurses to take, and incorporate standards for safe medication administration as required by JCAHO.
 - ❖ Streamline process for completion of new hire employee physicals and TB testing
- Marketing and Advertising:
 - ❖ Implement a vigorous marketing and advertising campaign to attract knowledgeable and competent staff; complete RFP process for marketing and advertising campaign
 - ❖ Create an image enhancement for DHS nursing
 - ❖ Create and maintain a master calendar of recruitment events, open houses, and career days
 - ❖ Direct mailing to nurses registered with California Board of Registered Nursing (BRN)
 - ❖ Revise existing recruitment advertisement from print ads to brochures and materials distributed at job fairs, including layout, format and content revisions
- Redesign nursing website:
 - ❖ Easier navigation
 - ❖ Better format and layout to make the site visually attractive
 - ❖ Use images of DHS hospitals and facility nurses to highlight services
 - ❖ Provide links between hospital website and nursing employment website

Recommendation #2: Develop and Implement an Effective Recruitment Plan: (cont'd)

- Continue discussions with union management on RN Classification System
- Increase the number of permanent items for certified nursing attendants
 - ❖ Hiring more permanent CNA's will achieve the following goals
 - Eliminate registry expense for this staff category
 - Augment core staffing
 - Enhance staff satisfaction and improve employee morale
- Centralize recruitment activities to track return on investment (ROI) in relationship to dollars spent on advertising and the number of new hires from the various advertising venues
- Compensation Package:
 - ❖ Continue to evaluate and monitor compensation and other related factors
 - ❖ Streamline existing process for advance step placement
 - ❖ Ensure consistency in implementation of pay practices throughout all facilities
- Benefit Package:
 - ❖ Benefit At A Glance: One page easy to understand listing of benefits
 - ❖ Highlight benefit package as a percentage of salary
 - ❖ Put emphasis on benefits that are not commonly available in the private sector such as:
 - Retention Bonus
 - RN Loan Repayment Program
 - Continuing Education
 - Deferred compensation with employer matching contribution
 - Retiree health
- Image Enhancement:
 - ❖ Develop a nursing newsletter
 - ❖ Highlight nursing achievements at each facility
 - ❖ Designate nursing centers of excellence based on criteria
 - ❖ Work on magnet status designation for DHS facilities
- Increase number of RN relief items to supplement staffing for sick calls, vacations, holidays, and training and education (as backfill for workforce training)
- Add relief item positions for LVN's and nursing attendants
- Flexible Scheduling Options:
 - ❖ Implement 36 hour work-week to ensure that DHS remains competitive within our market

Recommendation #2: Develop and Implement an Effective Recruitment Plan: (cont'd)

- Job Fairs, Career Days, and Specialty Nursing Organization Recruitment Fairs
 - ❖ Attendance at all job fairs including all local job fairs
 - ❖ Attendance at all schools and colleges of nursing job fairs
- Job Shadowing Program
 - ❖ Offer mentoring program for local high schools and schools or colleges of nursing
- Community Partnership: Explore private and public partnerships to fund full scholarships for deserving students in exchange for a 4 year commitment to work for one of our facilities. The cost of funding for full scholarship will be offset by a reduction in nurse registry expenses.
 - ❖ Explore partnerships with local schools and colleges of nursing in underserved areas
 - Explore full scholarship funding for 4 deserving students enrolled in a nursing program in exchange for a 4 year commitment to work for one of the facilities within DHS
 - Cost of scholarship: \$22,000 per student for a total cost of \$88,000 for 4 students for a 2 year ADN program
 - ❖ Explore partnerships with local high schools in underserved areas
 - Explore full scholarship funding for 4 deserving senior students interested in pursuing a nursing career in exchange for a 4 year commitment to work for one of the facilities within DHS
 - Cost of scholarship: \$22,000 per student for a total cost of \$88,000 for 4 students for a 2 year ADN program
 - Pls. refer to Exhibit VI for cost analysis of providing scholarship vs. registry cost
 - ❖ Explore funding for one nursing instructor at the College of Nursing to increase nursing enrollment @ approximately \$60,000 per instructor per year
- Out of Country Recruitment:
 - ❖ Recruit nurses from Canada, Ireland, and England
 - ❖ Partnership with foreign countries and continents where there is an abundance of registered nurses; such as Mexico, Africa, Puerto Rico, Philippines, and Korea.
 - ❖ The goal is to develop an RN Internship Program to train nurses prior to coming to the United States and prepare them for employment at our facilities
 - Provide mentoring and educational training to prepare nurses to pass NCLEX examination
 - Provide training on our healthcare delivery system
- Explore the possibility of increasing relocation bonus
- Explore the possibility of specialty pay for hard to fill positions

RECOMMENDATION # 3

**DEVELOP AND IMPLEMENT
AN
EFFECTIVE RETENTION PLAN**

Recommendation #3: Develop and Implement an Effective Retention Plan:

- Focus on Work Environment and Team Building:
 - ❖ Compliance with nurse-staffing ratio, including provision for break relief
 - ❖ Team-centered approach to patient care
 - ❖ Ensure available support and resources for nurses at the bedside to do their job safely and efficiently
Ex: manpower support for patient transport, lab, supplies, and clerical support
 - ❖ Foster and nurture an environment where staff feels valued and respected
 - ❖ Implement a collaborative model of management where nurses have input into policy development and decision making and therefore promotes better buy-in and support during implementation
- Image Enhancement:
 - ❖ Develop a nursing newsletter
 - ❖ Highlight nursing achievement at each facility
 - ❖ Designate nursing centers of excellence based on criteria
 - ❖ Work on magnet status designation for DHS facilities
- Mentoring and Preceptorship:
 - ❖ Having formal preceptors and mentors in the clinical setting is critical to the success of a new grad or a new nurse joining our system and plays a major part in a nurse' decision to stay or leave
 - ❖ Preceptors and mentors provide clinical and management support during transition and serves as a "buddy" to the new employee
 - ❖ Fosters positive relationships among peers
- Enhance existing orientation plan by establishing timeframes based on need and level of expertise; Nurses with less than one year experience will need longer orientation time than a nurse with 10 years experience
 - ❖ Establishing timeframes will achieve the following goals:
 - Ensures staff competency
 - Facilitates staff integration and promotes teamwork
- Compensation Package:
 - ❖ Continue to evaluate and monitor compensation and other related factors
 - ❖ Streamline existing process for advance step placement
 - ❖ Ensure consistency in implementation of pay practices throughout all facilities
- Automation:
 - ❖ Implement automated clinical documentation system based on proven technical research and system efficiency
 - ❖ Today's new nurses are computer savvy and drawn to hospitals with automated documentation system
 - ❖ Automation will enhance the work environment and delivery of care.

**Recommendation #3: Develop and Implement an Effective Retention Plan:
(cont'd)**

- Management commitment to reduce utilization of temporary agency nurses:
 - ❖ Continued use of registry nurses cause staff dissatisfaction and low morale
 - ❖ Nurses with more experience are working side by side with registry nurses who make more money but with less commitment to the organization
- Develop a Career Advancement Program within DHS to help nurses map out their professional goals
 - ❖ Career Advancement Programs are usually based on a three track system as follows:
 - Clinical Track
 - Management Track
 - Education Track
 - ❖ Career Advancement Programs will help ensure bench strength and succession planning throughout our system
 - ❖ It is not mandatory for nurses to access the program but is available as an option for those interested in career advancement
- Flexible Scheduling
 - ❖ Implement 36 hour work-week to ensure that DHS remains competitive within our market
- Maintain strong collaborative communication with all levels of staff:
 - ❖ Keep staff informed and solicit input in order to get staff buy-in and support
 - ❖ Helps establish and build management credibility
- Explore the implementation of Seasonal Employment:
 - ❖ Enables nurses to work for DHS facilities during seasonal months
 - ❖ Seasonal employment ensures staff availability to supplement staffing during vacations and holidays
- Staff Recognition:
 - ❖ Increase the number of nurses receiving "Nurse of the Year" recognition from each facility
 - ❖ Thank You Letters to Staff for going above and beyond their normal functions, i.e. providing excellent customer service to a patient or family member, etc.
 - ❖ Letters on file for outstanding job performance

Recommendation #3: Develop and Implement an Effective Retention Plan: (cont'd)

- Preceptor Incentive:
 - ❖ Explore incentive payment for nurses who function as mentors and preceptors
 - ❖ Preceptors take on additional roles and provide much needed support to new grads and new nurses as they transition into our facilities
- Service Award Recognition:
 - ❖ It is critical that service awards are celebrated timely and consistently; this sends an important message to the staff that we value their longevity and commitment to our facilities
 - ❖ Explore non-monetary rewards for longevity in addition to retention bonus based on number of years of service; ex: crystal vase, watch, jewelry, etc.
- Tuition Reimbursement:
 - ❖ Streamline process for faster reimbursement
 - ❖ Explore a pro-rated reimbursement for nurses who work part time
- Management Accountability:
 - ❖ Expand management training to include managers, supervisors, and charge nurses
 - ❖ Management visibility and support through walking rounds fosters trust and credibility and keeps lines of communication open
 - ❖ Accountability and commitment to reduce use of temporary agency nurses
 - ❖ Accountability for registry budget
 - ❖ Involvement in recruitment and retention activities
 - ❖ Involvement with mentoring and preceptor programs
 - ❖ Commitment to support New Grad and Specialty Training Programs
- Staff Satisfaction Surveys and Exit Interviews:
 - ❖ Work with DHR in analyzing the results of the Strategic Values Survey
 - Utilize findings from the survey to develop a plan to enhance the work environment, improve employee morale, and improve overall job satisfaction
 - ❖ Research has shown a correlation between staff satisfaction with work environment, management support, and other key indicators with their likelihood of employee referrals
 - ❖ Facility management to develop an action plan based on issues brought up during exit interviews

RECOMMENDATION # 4

**REDUCING DEPENDENCY AND RELIANCE
ON
NON-NURSING TEMPORARY MEDICAL PERSONNEL**

Recommendation # 4: Reducing Dependency and Reliance on Non-Nursing Temporary Medical Personnel

Recruitment:

- Compensation Structure
 - ❖ Evaluate current compensation and other related factors for non-nursing medical personnel such as, pharmacists, pharmacy techs, respiratory care practitioners, physical therapists, and occupational therapists.
 - ❖ Create non-nursing items to support nurses at the bedside to do their job safely and efficiently
Ex: manpower support for patient transport, lab, supplies, and clerical support
- Streamline the hiring process:
 - ❖ Reduce the number of steps involved in the hiring process
 - ❖ Streamline process for completion of new hire employee physicals and TB testing
- Implement flexible scheduling with flexible shifts or staggered hours to staff critical areas
- Expand affiliations with trade schools and community colleges for student clinical rotations at our facilities

Retention:

- Flexible Scheduling
- Implement 36 hour work- week
- Tuition Reimbursement:
 - ❖ Explore a pro-rated reimbursement for part time employees
 - ❖ Streamline process for faster reimbursement

RECOMMENDATION # 5

**MONITORING AND EVALUATION
OF
RECRUITMENT AND RETENTION PLAN**

Recommendation #5: Monitoring and Evaluation of Recruitment and Retention Plan:

- Monitoring of Registry nurses and other temporary medical personnel to include:
 - ❖ Monitoring quality of temporary agencies for compliance to regulatory requirements on the following indicators:
 - Conducting background checks
 - Completing physical exams and TB testing
 - Maintenance of current licensures and certifications
 - Completion of skills validation
 - Other requirements as required by Department of Health Services
 - ❖ Monitoring quality of temporary agency nurses and other medical personnel based on the following indicators:
 - Competency
 - Quality of Job Performance
 - Customer Service Skills
- Monitoring of Key Recruitment and Retention Metrics:
 - ❖ Turnover Report
 - ❖ Vacancy report
 - ❖ Management Performance:
 - Accountability for reduction in registry expense
- Evaluation of Effectiveness of Recruitment and Retention Plan
 - ❖ Plan will be evaluated and updated annually with input from facility management, recruiters, and nursing staff and a progress report will be given to the Board of Supervisors.

Exhibit II
CURRENT RECRUITMENT
AND
RETENTION STATISTICS

REGISTERED NURSE VACANCIES BY FACILITY

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
110 - Health Services Administration	78.00	73.00	1.00	48.00	26.00
5124 A - UTILIZATION REVIEW NURSE	3.00	3.00	0.00	3.00	0.00
5214 A - NURSING INSTRUCTOR	22.00	22.00	0.00	12.00	10.00
5215 N - NURSE TRAINING CONSULTANT	2.00	2.00	0.00	2.00	0.00
5216 A - SENIOR NURSING INSTRUCTOR	12.00	12.00	0.00	13.00	-1.00
5216 N - SENIOR NURSING INSTRUCTOR	3.00	3.00	0.00	3.00	0.00
5286 A - NURSE MANAGER	0.00	0.00	1.00	0.00	1.00
5287 A - ASSISTANT NURSING DIRECTOR, EDUCATION	1.00	1.00	0.00	1.00	0.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	18.00	15.00	-6.00	5.00	4.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	2.00	2.00	0.00	2.00	0.00
5338 A - SUPERVISING STAFF NURSE I	1.00	0.00	0.00	0.00	0.00
5351 A - NURSING CARE SPECIALIST I	4.00	3.00	0.00	3.00	0.00
5353 A - NURSING CARE SPECIALIST II	9.00	9.00	6.00	4.00	11.00
5357 A - CLINICAL NURSE SPECIALIST	1.00	1.00	0.00	0.00	1.00
120 - Office of Managed Care	35.00	28.00	0.00	22.00	6.00
5124 A - UTILIZATION REVIEW NURSE	12.00	8.00	0.00	6.00	2.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	1.00	1.00	0.00	1.00	0.00
5214 A - NURSING INSTRUCTOR	1.00	0.00	0.00	0.00	0.00
5215 A - NURSE TRAINING CONSULTANT	1.00	0.00	0.00	0.00	0.00
5286 N - NURSE MANAGER	1.00	1.00	0.00	1.00	0.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	0.00	1.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	1.00	0.00
5314 N - ASSISTANT NURSING DIRECTOR I	1.00	1.00	0.00	1.00	0.00
5351 A - NURSING CARE SPECIALIST I	2.00	1.00	0.00	1.00	0.00
5353 A - NURSING CARE SPECIALIST II	10.00	10.00	0.00	8.00	2.00
5353 N - NURSING CARE SPECIALIST II	4.00	4.00	0.00	3.00	1.00
130 - High Desert	196.00	100.17	0.00	97.00	3.17
5121 A - NURSE PRACTITIONER	13.00	7.00	0.00	7.00	0.00
5124 A - UTILIZATION REVIEW NURSE	6.00	0.00	0.00	0.00	0.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	1.00	0.00	0.00	0.00	0.00
5172 A - NURSE ANESTHETIST II	3.00	2.00	0.00	2.00	0.00
5208 A - CLINICAL INSTRUCTOR, RN	1.00	1.00	0.00	0.00	1.00
5214 A - NURSING INSTRUCTOR	1.00	1.00	0.00	1.00	0.00
5230 A - PUBLIC HEALTH NURSE	1.00	0.00	0.00	0.00	0.00
5236 A - PUBLIC HEALTH NURSING SUPERVISOR	1.00	1.00	0.00	1.00	0.00
5261 F - RELIEF NURSE	3.00	0.50	0.00	0.00	0.50
5286 A - NURSE MANAGER	9.00	3.00	0.00	3.00	0.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	3.00	2.00	0.00	2.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	0.00	1.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5304 A - CHIEF NURSING OFFICER I	1.00	0.00	0.00	0.00	0.00
5327 A - CLINIC NURSE I	27.00	24.00	0.00	20.00	4.00
5328 A - CLINIC NURSE II	29.00	24.00	0.00	19.00	5.00
5329 A - SUPERVISING CLINIC NURSE I	6.00	5.00	0.00	5.00	0.00
5330 A - SUPERVISING CLINIC NURSE II	2.00	2.00	0.00	2.00	0.00
5335 A - STAFF NURSE	53.00	12.00	0.00	24.00	-12.00
5338 A - SUPERVISING STAFF NURSE I	15.00	2.00	0.00	2.00	0.00
5342 A - CRITICAL CARE NURSE	7.00	0.00	0.00	1.00	-1.00
5351 A - NURSING CARE SPECIALIST I	3.00	3.00	0.00	0.00	3.00
5353 A - NURSING CARE SPECIALIST II	8.00	7.67	0.00	6.00	1.67
5363 A - OPERATING ROOM NURSE I	2.00	2.00	0.00	2.00	0.00

160 - LAG+USC Medical Center	2,590.00	2,116.80	0.00	1,755.26	361.54
5121 A - NURSE PRACTITIONER	19.00	17.00	0.00	19.00	-2.00
5121 N - NURSE PRACTITIONER	3.00	3.00	0.00	3.00	0.00
5124 A - UTILIZATION REVIEW NURSE	22.00	21.00	0.00	20.00	1.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	3.00	3.00	0.00	2.00	1.00
5126 A - UTILIZATION REVIEW NURSE SUPVR II	1.00	1.00	0.00	1.00	0.00
5172 A - NURSE ANESTHETIST II	10.00	10.00	0.00	16.00	-6.00
5174 A - SUPERVISING NURSE-ANESTHETIST	1.00	1.00	0.00	1.00	0.00
5208 A - CLINICAL INSTRUCTOR,RN	1.00	1.00	0.00	1.00	0.00
5210 A - NURSING,INSTRUCTOR SCH OF NRSNG	33.00	23.00	0.00	26.00	-3.00
5212 A - SR NURSING,INSTRUCTOR SCH OF NRSNG	6.00	6.00	0.00	5.00	1.00
5214 A - NURSING INSTRUCTOR	5.00	3.00	0.00	3.00	0.00
5214 F - NURSING INSTRUCTOR	0.00	0.00	0.00	4.00	-4.00
5216 A - SENIOR NURSING INSTRUCTOR	13.00	12.00	0.00	12.00	0.00
5216 F - SENIOR NURSING INSTRUCTOR	0.00	0.00	0.00	1.00	-1.00
5216 N - SENIOR NURSING INSTRUCTOR	1.00	1.00	0.00	1.00	0.00
5230 F - PUBLIC HEALTH NURSE	0.00	0.00	0.00	0.00	0.00
5236 F - PUBLIC HEALTH NURSING SUPERVISOR	0.00	0.00	0.00	0.00	0.00
5261 F - RELIEF NURSE	9.00	1.10	0.00	1.80	-0.70
5286 A - NURSE MANAGER	70.00	67.00	0.00	63.00	4.00
5286 F - NURSE MANAGER	0.00	0.00	0.00	1.00	-1.00
5287 A - ASSISTANT NURSING DIRECTOR, EDUCATION	2.00	2.00	0.00	1.00	1.00
5288 A - NURSING DIRECTOR, EDUCATION	3.00	2.00	0.00	1.00	1.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	31.00	30.00	0.00	29.00	1.00
5295 F - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	0.00	0.00	0.00	0.00	0.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	3.00	3.00	0.00	3.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	1.00	0.00
5300 A - CLINICAL NURSING DIRECTOR III	4.00	4.00	0.00	2.00	2.00
5309 A - CHIEF NURSING OFFICER III	1.00	1.00	0.00	1.00	0.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5327 A - CLINIC NURSE I	27.00	24.00	0.00	26.00	-2.00
5327 F - CLINIC NURSE I	0.00	0.00	0.00	0.00	0.00
5328 A - CLINIC NURSE II	187.00	168.00	0.00	97.00	71.00
5329 A - SUPERVISING CLINIC NURSE I	11.00	10.00	0.00	9.00	1.00
5335 A - STAFF NURSE	915.00	864.00	0.00	700.20	163.80
5335 F - STAFF NURSE	495.00	200.20	0.00	196.26	3.94
5338 A - SUPERVISING STAFF NURSE I	141.00	127.00	0.00	124.00	3.00
5339 A - SUPERVISING STAFF NURSE II	12.00	11.00	0.00	6.00	5.00
5339 F - SUPERVISING STAFF NURSE II	1.00	0.50	0.00	0.00	0.50
5342 A - CRITICAL CARE NURSE	398.00	349.00	0.00	263.00	86.00
5350 F - MEDICAL SERVICE COORDINATOR,CCS	0.00	0.00	0.00	1.00	-1.00
5351 A - NURSING CARE SPECIALIST I	28.00	27.00	0.00	20.00	7.00
5351 F - NURSING CARE SPECIALIST I	0.00	0.00	0.00	1.00	-1.00
5351 N - NURSING CARE SPECIALIST I	1.00	0.00	0.00	0.00	0.00
5353 A - NURSING CARE SPECIALIST II	33.00	33.00	0.00	28.00	5.00
5357 A - CLINICAL NURSE SPECIALIST	6.00	3.00	0.00	5.00	-2.00
5359 A - NURSE-MIDWIFE	13.00	10.00	0.00	12.00	-2.00
5363 F - OPERATING ROOM NURSE I	0.00	0.00	0.00	1.00	-1.00
5364 A - OPERATING ROOM NURSE II	73.00	70.00	0.00	41.00	29.00
5365 A - SUPERVISING SURGERY NURSE I	4.00	4.00	0.00	3.00	1.00
5366 A - SUPERVISING SURGERY NURSE II	3.00	3.00	0.00	3.00	0.00

161 - Northeast CHC/Health Centers	179.00	142.50	0.00	139.00	3.50
5121 A - NURSE PRACTITIONER	25.00	23.00	0.00	22.00	1.00
5121 N - NURSE PRACTITIONER	1.00	0.00	0.00	1.00	-1.00
5172 A - NURSE ANESTHETIST II	4.00	0.00	0.00	3.00	-3.00
5230 A - PUBLIC HEALTH NURSE	6.00	6.00	0.00	5.00	1.00
5237 A - PROGRAM SPECIALIST,PHN	2.00	2.00	0.00	2.00	0.00
5286 A - NURSE MANAGER	12.00	12.00	0.00	11.00	1.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	1.00	0.00
5298 A - CLINICAL NURSING DIRECTOR I	1.00	1.00	0.00	1.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	51.00	49.00	0.00	44.00	5.00
5328 A - CLINIC NURSE II	34.00	26.00	0.00	26.00	0.00
5328 N - CLINIC NURSE II	1.00	1.00	0.00	0.00	1.00
5329 A - SUPERVISING CLINIC NURSE I	6.00	6.00	0.00	6.00	0.00
5330 A - SUPERVISING CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5335 A - STAFF NURSE	9.00	1.00	0.00	0.00	1.00
5335 F - STAFF NURSE	5.00	0.00	0.00	5.00	-5.00
5338 A - SUPERVISING STAFF NURSE I	1.00	1.00	0.00	0.00	1.00
5351 A - NURSING CARE SPECIALIST I	2.00	2.00	0.00	2.00	0.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5353 A - NURSING CARE SPECIALIST II	2.00	2.00	0.00	2.00	0.00
5359 A - NURSE-MIDWIFE	2.00	1.00	0.00	1.00	0.00
5363 A - OPERATING ROOM NURSE I	9.00	5.00	0.00	4.00	1.00
5364 A - OPERATING ROOM NURSE II	3.00	1.50	0.00	1.00	0.50

200 - Harbor/UCLA Medical Center	1,470.00	923.80	0.00	973.33	-49.53
5121 A - NURSE PRACTITIONER	40.00	39.50	0.00	34.00	5.50
5121 F - NURSE PRACTITIONER	1.00	0.55	0.00	1.00	-0.45
5121 O - NURSE PRACTITIONER	1.00	1.00	0.00	1.00	0.00
5124 A - UTILIZATION REVIEW NURSE	13.00	13.00	0.00	12.00	1.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	1.00	1.00	0.00	1.00	0.00
5169 M - NURSE ANESTHETIST TRAINEE	2.00	2.00	0.00	0.00	2.00
5170 A - GRADUATE NURSE ANESTHETIST	1.00	1.00	0.00	0.00	1.00
5172 A - NURSE ANESTHETIST II	19.00	18.50	0.00	15.40	3.10
5172 F - NURSE ANESTHETIST II	1.00	0.50	0.00	0.00	0.50
5174 A - SUPERVISING NURSE-ANESTHETIST	1.00	1.00	0.00	1.00	0.00
5175 A - NURSE ANESTHETIST-INSTRUCTOR	3.00	3.00	0.00	2.00	1.00
5208 A - CLINICAL INSTRUCTOR,RN	3.00	3.00	0.00	3.00	0.00
5216 A - SENIOR NURSING INSTRUCTOR	2.00	2.00	0.00	2.00	0.00
5216 N - SENIOR NURSING INSTRUCTOR	1.00	1.00	0.00	0.00	1.00
5261 F - RELIEF NURSE	626.00	116.25	0.00	265.33	-149.08
5286 A - NURSE MANAGER	26.00	26.00	0.00	25.00	1.00
5286 N - NURSE MANAGER	1.00	1.00	0.00	1.00	0.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	7.00	7.00	0.00	7.00	0.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	3.00	3.00	0.00	2.00	1.00
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	1.00	0.00
5300 A - CLINICAL NURSING DIRECTOR III	2.00	2.00	0.00	2.00	0.00
5308 A - CHIEF NURSING OFFICER II	1.00	1.00	0.00	1.00	0.00
5314 A - ASSISTANT NURSING DIRECTOR I	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	22.00	21.00	0.00	16.00	5.00
5328 A - CLINIC NURSE II	94.00	91.50	0.00	66.40	25.10
5328 O - CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5329 A - SUPERVISING CLINIC NURSE I	10.00	10.00	0.00	9.00	1.00
5333 A - INTRAVENOUS THERAPY NURSE	11.00	11.00	0.00	9.00	2.00
5334 A - SENIOR INTRAVENOUS THERAPY NURSE	4.00	2.00	0.00	2.00	0.00
5335 A - STAFF NURSE	306.00	291.00	0.00	279.80	11.20
5338 A - SUPERVISING STAFF NURSE I	45.00	40.00	0.00	41.00	-1.00
5339 A - SUPERVISING STAFF NURSE II	5.00	5.00	0.00	3.00	2.00
5342 A - CRITICAL CARE NURSE	133.00	128.00	0.00	116.40	11.60
5351 A - NURSING CARE SPECIALIST I	25.00	25.00	0.00	8.00	17.00
5353 A - NURSING CARE SPECIALIST II	14.00	14.00	0.00	11.00	3.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
-------------	------------	----------	------------	--------	---------------------

5357 A - CLINICAL NURSE SPECIALIST	11.00	11.00	0.00	11.00	0.00
5359 A - NURSE-MIDWIFE	7.00	6.00	0.00	4.00	2.00
5364 A - OPERATING ROOM NURSE II	25.00	22.00	0.00	18.00	4.00

201 - LB CHC/Coastal Health Centers	48.00	40.42	0.00	41.00	-0.58
5121 A - NURSE PRACTITIONER	7.00	5.00	0.00	5.00	0.00
5121 N - NURSE PRACTITIONER	2.00	2.00	0.00	1.00	1.00
5230 N - PUBLIC HEALTH NURSE	1.00	1.00	0.00	0.00	1.00
5237 A - PROGRAM SPECIALIST,PHN	1.00	1.00	0.00	0.00	1.00
5286 A - NURSE MANAGER	1.00	0.00	0.00	1.00	-1.00
5298 A - CLINICAL NURSING DIRECTOR I	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	21.00	18.67	0.00	20.00	-1.33
5327 N - CLINIC NURSE I	2.00	2.00	0.00	2.00	0.00
5327 O - CLINIC NURSE I	1.00	0.00	0.00	1.00	-1.00
5328 A - CLINIC NURSE II	7.00	6.75	0.00	7.00	-0.25
5328 N - CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5329 A - SUPERVISING CLINIC NURSE I	2.00	2.00	0.00	2.00	0.00
5330 N - SUPERVISING CLINIC NURSE II	1.00	0.00	0.00	0.00	0.00

225 - King/Drew Medical Center	1,123.00	746.70	0.00	507.88	238.82
5121 A - NURSE PRACTITIONER	23.00	12.00	0.00	11.50	0.50
5121 N - NURSE PRACTITIONER	1.00	1.00	0.00	1.00	0.00
5124 A - UTILIZATION REVIEW NURSE	24.00	22.00	0.00	15.00	7.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	1.00	1.00	0.00	0.00	1.00
5172 A - NURSE ANESTHETIST II	3.00	2.00	0.00	3.00	-1.00
5175 A - NURSE ANESTHETIST-INSTRUCTOR	1.00	1.00	0.00	0.00	1.00
5214 A - NURSING INSTRUCTOR	6.00	6.00	0.00	3.00	3.00
5215 A - NURSE TRAINING CONSULTANT	1.00	1.00	0.00	1.00	0.00
5230 A - PUBLIC HEALTH NURSE	2.00	0.00	0.00	0.00	0.00
5230 N - PUBLIC HEALTH NURSE	1.00	1.00	0.00	0.00	1.00
5261 F - RELIEF NURSE	88.00	2.00	0.00	17.58	-15.58
5286 A - NURSE MANAGER	29.00	25.50	0.00	21.00	4.50
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	8.00	8.00	0.00	7.00	1.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	3.00	2.00	0.00	2.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	3.00	3.00	0.00	3.00	0.00
5300 A - CLINICAL NURSING DIRECTOR III	1.00	1.00	0.00	1.00	0.00
5308 A - CHIEF NURSING OFFICER II	1.00	1.00	0.00	1.00	0.00
5314 A - ASSISTANT NURSING DIRECTOR I	5.00	5.00	0.00	4.00	1.00
5327 A - CLINIC NURSE I	3.00	2.50	0.00	2.00	0.50
5328 A - CLINIC NURSE II	204.00	150.83	0.00	78.75	72.08
5328 N - CLINIC NURSE II	3.00	3.00	0.00	2.00	1.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
-------------	------------	----------	------------	--------	---------------------

5329 A - SUPERVISING CLINIC NURSE I	12.00	9.16	0.00	6.00	3.16
5335 A - STAFF NURSE	319.00	263.67	0.00	154.05	109.62
5335 F - STAFF NURSE	112.00	0.80	0.00	63.00	-62.20
5338 A - SUPERVISING STAFF NURSE I	52.00	40.34	0.00	44.00	-3.66
5338 N - SUPERVISING STAFF NURSE I	1.00	1.00	0.00	1.00	0.00
5339 A - SUPERVISING STAFF NURSE II	5.00	4.00	0.00	2.00	2.00
5342 A - CRITICAL CARE NURSE	145.00	123.00	0.00	43.00	80.00
5351 A - NURSING CARE SPECIALIST I	15.00	14.00	0.00	0.00	14.00
5353 A - NURSING CARE SPECIALIST II	17.00	12.90	0.00	7.00	5.90
5357 A - CLINICAL NURSE SPECIALIST	5.00	5.00	0.00	2.00	3.00
5359 A - NURSE-MIDWIFE	15.00	10.00	0.00	7.00	3.00
5360 A - CHIEF NURSE-MIDWIFE	1.00	1.00	0.00	1.00	0.00
5363 A - OPERATING ROOM NURSE I	4.00	3.00	0.00	3.00	0.00
5364 A - OPERATING ROOM NURSE II	9.00	8.00	0.00	1.00	7.00

226 - Southwest CHC/Health Centers	100.00	60.20	0.00	66.00	-5.80
5121 A - NURSE PRACTITIONER	4.00	2.00	0.00	3.00	-1.00
5230 A - PUBLIC HEALTH NURSE	7.00	3.00	0.00	2.00	1.00
5236 A - PUBLIC HEALTH NURSING SUPERVISOR	1.00	0.00	0.00	0.00	0.00
5236 N - PUBLIC HEALTH NURSING SUPERVISOR	1.00	1.00	0.00	0.00	1.00
5237 A - PROGRAM SPECIALIST,PHN	1.00	1.00	0.00	0.00	1.00
5286 A - NURSE MANAGER	4.00	3.00	0.00	4.00	-1.00
5287 A - ASSISTANT NURSING DIRECTOR, EDUCATION	1.00	1.00	0.00	1.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	27.00	19.00	0.00	13.00	6.00
5328 A - CLINIC NURSE II	15.00	13.00	0.00	12.00	1.00
5329 A - SUPERVISING CLINIC NURSE I	7.00	6.00	0.00	4.00	2.00
5335 A - STAFF NURSE	4.00	4.00	0.00	4.00	0.00
5335 F - STAFF NURSE	18.00	0.20	0.00	17.00	-16.80
5351 A - NURSING CARE SPECIALIST I	5.00	2.00	0.00	1.00	1.00
5351 N - NURSING CARE SPECIALIST I	1.00	1.00	0.00	1.00	0.00
5353 A - NURSING CARE SPECIALIST II	2.00	2.00	0.00	3.00	-1.00
5359 A - NURSE-MIDWIFE	1.00	1.00	0.00	0.00	1.00

240 - Olive View Medical Center	623.00	492.08	0.00	524.15	-32.07
5121 A - NURSE PRACTITIONER	14.00	14.00	0.00	14.00	0.00
5121 N - NURSE PRACTITIONER	1.00	0.50	0.00	1.00	-0.50
5124 A - UTILIZATION REVIEW NURSE	9.00	8.00	0.00	9.00	-1.00
5124 N - UTILIZATION REVIEW NURSE	1.00	1.00	0.00	0.00	1.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	2.00	1.50	0.00	2.00	-0.50
5170 A - GRADUATE NURSE ANESTHETIST	1.00	1.00	0.00	1.00	0.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5172 A - NURSE ANESTHETIST II	5.00	4.00	0.00	5.00	-1.00
5214 A - NURSING INSTRUCTOR	2.00	2.00	0.00	2.00	0.00
5261 F - RELIEF NURSE	99.00	10.80	0.00	57.95	-47.15
5278 A - MENTAL HEALTH COUNSELOR,RN	0.00	0.00	0.00	0.00	0.00
5286 A - NURSE MANAGER	16.00	14.50	0.00	16.00	-1.50
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	6.00	4.75	0.00	4.00	0.75
5296 A - NURSING DIRECTOR, ADMINISTRATION	4.00	2.00	0.00	3.00	-1.00
5299 A - CLINICAL NURSING DIRECTOR II	3.00	3.00	0.00	3.00	0.00
5308 A - CHIEF NURSING OFFICER II	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	14.00	11.00	0.00	13.00	-2.00
5328 A - CLINIC NURSE II	27.00	21.00	0.00	19.00	2.00
5328 N - CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5329 A - SUPERVISING CLINIC NURSE I	6.00	5.00	0.00	6.00	-1.00
5330 A - SUPERVISING CLINIC NURSE II	1.00	0.00	0.00	1.00	-1.00
5335 A - STAFF NURSE	273.00	252.40	0.00	243.20	9.20
5338 A - SUPERVISING STAFF NURSE I	32.00	31.00	0.00	31.00	0.00
5339 A - SUPERVISING STAFF NURSE II	6.00	5.00	0.00	6.00	-1.00
5342 A - CRITICAL CARE NURSE	68.00	68.00	0.00	57.00	11.00
5351 A - NURSING CARE SPECIALIST I	8.00	7.63	0.00	8.00	-0.37
5353 A - NURSING CARE SPECIALIST II	9.00	9.00	0.00	7.00	2.00
5357 A - CLINICAL NURSE SPECIALIST	3.00	3.00	0.00	3.00	0.00
5363 A - OPERATING ROOM NURSE I	2.00	2.00	0.00	2.00	0.00
5364 A - OPERATING ROOM NURSE II	8.00	7.00	0.00	8.00	-1.00
5366 A - SUPERVISING SURGERY NURSE II	1.00	1.00	0.00	0.00	1.00

241 - Mid-Valley GHC/Health Centers	86.00	62.20	0.00	62.25	-0.05
5121 A - NURSE PRACTITIONER	14.00	12.00	0.00	9.00	3.00
5121 N - NURSE PRACTITIONER	1.00	1.00	0.00	0.00	1.00
5261 F - RELIEF NURSE	7.00	0.50	0.00	0.25	0.25
5286 A - NURSE MANAGER	2.00	1.50	0.00	2.00	-0.50
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	29.00	25.00	0.00	25.00	0.00
5327 F - CLINIC NURSE I	2.00	0.00	0.00	0.00	0.00
5327 O - CLINIC NURSE I	1.00	1.00	0.00	1.00	0.00
5328 A - CLINIC NURSE II	13.00	8.50	0.00	11.00	-2.50
5329 A - SUPERVISING CLINIC NURSE I	1.00	1.00	0.00	1.00	0.00
5330 A - SUPERVISING CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5335 A - STAFF NURSE	2.00	0.00	0.00	2.00	-2.00
5351 A - NURSING CARE SPECIALIST I	11.00	8.70	0.00	8.00	0.70
5353 A - NURSING CARE SPECIALIST II	1.00	1.00	0.00	1.00	0.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
250 - Children's Medical Services	350.00	347.00	0.00	278.00	69.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	1.00	1.00	0.00	0.00	1.00
5126 A - UTILIZATION REVIEW NURSE SUPVR II	1.00	1.00	0.00	1.00	0.00
5214 A - NURSING INSTRUCTOR	1.00	1.00	0.00	1.00	0.00
5214 N - NURSING INSTRUCTOR	3.00	3.00	0.00	3.00	0.00
5216 N - SENIOR NURSING INSTRUCTOR	1.00	1.00	0.00	1.00	0.00
5230 A - PUBLIC HEALTH NURSE	138.00	136.00	0.00	126.00	10.00
5230 N - PUBLIC HEALTH NURSE	6.00	6.00	0.00	5.00	1.00
5233 N - ASSISTANT PROGRAM SPECIALIST,PHN	5.00	5.00	0.00	2.00	3.00
5236 A - PUBLIC HEALTH NURSING SUPERVISOR	11.00	11.00	0.00	10.00	1.00
5237 A - PROGRAM SPECIALIST,PHN	1.00	1.00	0.00	1.00	0.00
5237 N - PROGRAM SPECIALIST,PHN	2.00	2.00	0.00	1.00	1.00
5286 A - NURSE MANAGER	3.00	3.00	0.00	2.00	1.00
5286 N - NURSE MANAGER	2.00	2.00	0.00	2.00	0.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	0.00	1.00
5298 N - CLINICAL NURSING DIRECTOR I	1.00	0.00	0.00	1.00	-1.00
5328 A - CLINIC NURSE II	2.00	2.00	0.00	1.00	1.00
5350 A - MEDICAL SERVICE COORDINATOR,CCS	70.00	70.00	0.00	64.00	6.00
5350 N - MEDICAL SERVICE COORDINATOR,CCS	82.00	82.00	0.00	41.00	41.00
5351 A - NURSING CARE SPECIALIST I	1.00	1.00	0.00	1.00	0.00
5356 A - SUPVG MEDICAL SERVICE COORD,CCS	5.00	5.00	0.00	5.00	0.00
5356 N - SUPVG MEDICAL SERVICE COORD,CCS	13.00	13.00	0.00	10.00	3.00
260 - Rancho Los Amigos National Rehabilitation Center	402.00	334.00	0.00	250.10	83.90
5121 A - NURSE PRACTITIONER	6.00	6.00	0.00	6.00	0.00
5124 A - UTILIZATION REVIEW NURSE	11.00	11.00	0.00	11.00	0.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	1.00	1.00	0.00	1.00	0.00
5172 A - NURSE ANESTHETIST II	1.00	0.00	0.00	1.00	-1.00
5208 A - CLINICAL INSTRUCTOR,RN	4.00	4.00	0.00	3.00	1.00
5214 A - NURSING INSTRUCTOR	1.00	1.00	0.00	1.00	0.00
5261 F - RELIEF NURSE	50.00	0.00	0.00	21.10	-21.10
5286 A - NURSE MANAGER	13.00	13.00	0.00	12.00	1.00
5287 A - ASSISTANT NURSING DIRECTOR, EDUCATION	2.00	2.00	0.00	1.00	1.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	4.00	4.00	0.00	1.00	3.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	1.00	0.00
5297 A - NURSING DIRECTOR, RESEARCH	1.00	1.00	0.00	1.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	3.00	3.00	0.00	2.00	1.00
5308 A - CHIEF NURSING OFFICER II	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	4.00	4.00	0.00	3.00	1.00
5328 A - CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5335 A - STAFF NURSE	218.00	204.00	0.00	129.00	75.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5338 A - SUPERVISING STAFF NURSE I	22.00	21.00	0.00	19.00	2.00
5342 A - CRITICAL CARE NURSE	31.00	29.00	0.00	10.00	19.00
5351 A - NURSING CARE SPECIALIST I	9.00	9.00	0.00	6.00	3.00
5353 A - NURSING CARE SPECIALIST II	9.00	9.00	0.00	10.00	-1.00
5357 A - CLINICAL NURSE SPECIALIST	2.00	2.00	0.00	2.00	0.00
5363 A - OPERATING ROOM NURSE I	1.00	1.00	0.00	1.00	0.00
5364 A - OPERATING ROOM NURSE II	6.00	6.00	0.00	6.00	0.00

290 - Juvenile Court Health Services	182.00	124.10	0.00	141.30	-17.20
5121 A - NURSE PRACTITIONER	0.00	0.00	0.00	0.00	0.00
5215 A - NURSE TRAINING CONSULTANT	1.00	0.00	0.00	0.00	0.00
5261 F - RELIEF NURSE	50.00	6.10	0.00	28.30	-22.20
5286 A - NURSE MANAGER	4.00	4.00	0.00	4.00	0.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	2.00	2.00	0.00	2.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	1.00	1.00	0.00	1.00	0.00
5328 A - CLINIC NURSE II	109.00	98.00	0.00	93.00	5.00
5328 C - CLINIC NURSE II	1.00	0.00	0.00	0.00	0.00
5329 A - SUPERVISING CLINIC NURSE I	13.00	12.00	0.00	12.00	0.00
5330 A - SUPERVISING CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00

295 - Public Health Programs	494.00	432.55	2.25	455.00	-20.20
5121 F - NURSE PRACTITIONER	1.00	1.00	0.00	1.00	0.00
5121 N - NURSE PRACTITIONER	1.00	1.00	0.00	1.00	0.00
5230 A - PUBLIC HEALTH NURSE	249.00	212.33	0.00	232.00	-19.67
5230 F - PUBLIC HEALTH NURSE	1.00	1.00	0.00	1.00	0.00
5230 N - PUBLIC HEALTH NURSE	66.00	66.00	0.00	59.00	7.00
5233 A - ASSISTANT PROGRAM SPECIALIST,PHN	4.00	4.00	0.00	4.00	0.00
5233 N - ASSISTANT PROGRAM SPECIALIST,PHN	31.00	31.00	3.00	29.00	5.00
5236 A - PUBLIC HEALTH NURSING SUPERVISOR	26.00	26.00	0.00	28.00	-2.00
5236 N - PUBLIC HEALTH NURSING SUPERVISOR	3.00	3.00	-1.00	2.00	0.00
5237 A - PROGRAM SPECIALIST,PHN	2.00	1.00	0.00	4.00	-3.00
5237 N - PROGRAM SPECIALIST,PHN	11.00	11.00	0.00	9.00	2.00
5286 A - NURSE MANAGER	14.00	14.00	0.00	11.00	3.00
5286 N - NURSE MANAGER	6.00	2.00	0.25	5.00	-2.75
5287 A - ASSISTANT NURSING DIRECTOR, EDUCATION	1.00	1.00	0.00	1.00	0.00
5287 N - ASSISTANT NURSING DIRECTOR, EDUCATION	1.00	1.00	0.00	1.00	0.00
5288 A - NURSING DIRECTOR, EDUCATION	1.00	1.00	0.00	1.00	0.00
5299 A - CLINICAL NURSING DIRECTOR II	2.00	2.00	0.00	2.00	0.00
5327 A - CLINIC NURSE I	46.00	39.58	0.00	47.00	-7.42
5327 F - CLINIC NURSE I	8.00	0.47	0.00	1.00	-0.53
5327 N - CLINIC NURSE I	6.00	4.00	0.00	6.00	-2.00

REGISTERED NURSE VACANCIES BY FACILITY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
-------------	------------	----------	------------	--------	---------------------

5328 A - CLINIC NURSE II	6.00	5.17	0.00	5.00	0.17
5328 N - CLINIC NURSE II	2.00	2.00	0.00	2.00	0.00
5329 A - SUPERVISING CLINIC NURSE I	2.00	2.00	0.00	2.00	0.00
5329 N - SUPERVISING CLINIC NURSE I	0.00	0.00	0.00	1.00	-1.00
5351 A - NURSING CARE SPECIALIST I	3.00	0.00	0.00	0.00	0.00
5351 N - NURSING CARE SPECIALIST I	1.00	1.00	0.00	0.00	1.00

296 - AIDS Program	21.00	21.00	0.00	12.00	9.00
5124 N - UTILIZATION REVIEW NURSE	2.00	2.00	0.00	1.00	1.00
5230 A - PUBLIC HEALTH NURSE	4.00	4.00	0.00	3.00	1.00
5230 N - PUBLIC HEALTH NURSE	2.00	2.00	0.00	2.00	0.00
5233 N - ASSISTANT PROGRAM SPECIALIST,PHN	4.00	4.00	0.00	1.00	3.00
5236 A - PUBLIC HEALTH NURSING SUPERVISOR	1.00	1.00	0.00	1.00	0.00
5237 N - PROGRAM SPECIALIST,PHN	2.00	2.00	0.00	0.00	2.00
5286 N - NURSE MANAGER	1.00	1.00	0.00	1.00	0.00
5295 N - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	1.00	0.00
5353 N - NURSING CARE SPECIALIST II	4.00	4.00	0.00	2.00	2.00

TOTAL	7,977.00	6,044.52	3.25	5,372.27	675.50
--------------	-----------------	-----------------	-------------	-----------------	---------------

REGISTERED NURSE VACANCIES BY CATEGORY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5121 A - NURSE PRACTITIONER	165.00	137.50	0.00	130.50	7.00
5121 F - NURSE PRACTITIONER	2.00	1.55	0.00	2.00	-0.45
5121 N - NURSE PRACTITIONER	10.00	8.50	0.00	8.00	0.50
5121 O - NURSE PRACTITIONER	1.00	1.00	0.00	1.00	0.00
5124 A - UTILIZATION REVIEW NURSE	100.00	86.00	0.00	76.00	10.00
5124 N - UTILIZATION REVIEW NURSE	3.00	3.00	0.00	1.00	2.00
5125 A - UTILIZATION REVIEW NURSE SUPVR I	11.00	9.50	0.00	7.00	2.50
5126 A - UTILIZATION REVIEW NURSE SUPVR II	2.00	2.00	0.00	2.00	0.00
5169 M - NURSE ANESTHETIST TRAINEE	2.00	2.00	0.00	0.00	2.00
5170 A - GRADUATE NURSE ANESTHETIST	2.00	2.00	0.00	1.00	1.00
5172 A - NURSE ANESTHETIST II	45.00	36.50	0.00	45.40	-8.90
5172 F - NURSE ANESTHETIST II	1.00	0.50	0.00	0.00	0.50
5174 A - SUPERVISING NURSE-ANESTHETIST	2.00	2.00	0.00	2.00	0.00
5175 A - NURSE ANESTHETIST-INSTRUCTOR	4.00	4.00	0.00	2.00	2.00
5208 A - CLINICAL INSTRUCTOR,RN	9.00	9.00	0.00	7.00	2.00
5210 A - NURSING,INSTRUCTOR SCH OF NRSNG	33.00	23.00	0.00	26.00	-3.00
5212 A - SR NURSING,INSTRUCTOR SCH OF NRSNG	6.00	6.00	0.00	5.00	1.00
5214 A - NURSING INSTRUCTOR	39.00	36.00	0.00	23.00	13.00
5214 F - NURSING INSTRUCTOR	0.00	0.00	0.00	4.00	-4.00
5214 N - NURSING INSTRUCTOR	3.00	3.00	0.00	3.00	0.00
5215 A - NURSE TRAINING CONSULTANT	3.00	1.00	0.00	1.00	0.00
5215 N - NURSE TRAINING CONSULTANT	2.00	2.00	0.00	2.00	0.00
5216 A - SENIOR NURSING INSTRUCTOR	27.00	26.00	0.00	27.00	-1.00
5216 F - SENIOR NURSING INSTRUCTOR	0.00	0.00	0.00	1.00	-1.00
5216 N - SENIOR NURSING INSTRUCTOR	6.00	6.00	0.00	5.00	1.00
5230 A - PUBLIC HEALTH NURSE	407.00	361.33	0.00	368.00	-6.67
5230 F - PUBLIC HEALTH NURSE	1.00	1.00	0.00	1.00	0.00
5230 N - PUBLIC HEALTH NURSE	76.00	76.00	0.00	66.00	10.00
5233 A - ASSISTANT PROGRAM SPECIALIST,PHN	4.00	4.00	0.00	4.00	0.00
5233 N - ASSISTANT PROGRAM SPECIALIST,PHN	40.00	40.00	3.00	32.00	11.00
5236 A - PUBLIC HEALTH NURSING SUPERVISOR	40.00	39.00	0.00	40.00	-1.00
5236 F - PUBLIC HEALTH NURSING SUPERVISOR	0.00	0.00	0.00	0.00	0.00
5236 N - PUBLIC HEALTH NURSING SUPERVISOR	4.00	4.00	-1.00	2.00	1.00
5237 A - PROGRAM SPECIALIST,PHN	7.00	6.00	0.00	7.00	-1.00
5237 N - PROGRAM SPECIALIST,PHN	15.00	15.00	0.00	10.00	5.00
5261 F - RELIEF NURSE	932.00	137.25	0.00	392.31	-255.06
5278 A - MENTAL HEALTH COUNSELOR,RN	0.00	0.00	0.00	0.00	0.00
5286 A - NURSE MANAGER	203.00	186.50	1.00	175.00	12.50
5286 F - NURSE MANAGER	0.00	0.00	0.00	1.00	-1.00
5286 N - NURSE MANAGER	11.00	7.00	0.25	10.00	-2.75

REGISTERED NURSE VACANCIES BY CATEGORY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5287 A - ASSISTANT NURSING DIRECTOR, EDUCATION	7.00	7.00	0.00	5.00	2.00
5287 N - ASSISTANT NURSING DIRECTOR, EDUCATION	1.00	1.00	0.00	1.00	0.00
5288 A - NURSING DIRECTOR, EDUCATION	4.00	3.00	0.00	2.00	1.00
5295 A - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	81.00	74.75	-6.00	57.00	11.75
5295 F - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	0.00	0.00	0.00	0.00	0.00
5295 N - ASSISTANT NURSING DIRECTOR, ADMINISTRATION	1.00	1.00	0.00	1.00	0.00
5296 A - NURSING DIRECTOR, ADMINISTRATION	18.00	15.00	0.00	15.00	0.00
5297 A - NURSING DIRECTOR, RESEARCH	1.00	1.00	0.00	1.00	0.00
5298 A - CLINICAL NURSING DIRECTOR I	2.00	2.00	0.00	2.00	0.00
5298 N - CLINICAL NURSING DIRECTOR I	1.00	0.00	0.00	1.00	-1.00
5299 A - CLINICAL NURSING DIRECTOR II	18.00	18.00	0.00	16.00	2.00
5300 A - CLINICAL NURSING DIRECTOR III	7.00	7.00	0.00	5.00	2.00
5304 A - CHIEF NURSING OFFICER I	1.00	0.00	0.00	0.00	0.00
5308 A - CHIEF NURSING OFFICER II	4.00	4.00	0.00	4.00	0.00
5309 A - CHIEF NURSING OFFICER III	1.00	1.00	0.00	1.00	0.00
5314 A - ASSISTANT NURSING DIRECTOR I	6.00	6.00	0.00	5.00	1.00
5314 N - ASSISTANT NURSING DIRECTOR I	1.00	1.00	0.00	1.00	0.00
5327 A - CLINIC NURSE I	271.00	237.75	0.00	229.00	8.75
5327 F - CLINIC NURSE I	10.00	0.47	0.00	1.00	-0.53
5327 N - CLINIC NURSE I	8.00	6.00	0.00	8.00	-2.00
5327 O - CLINIC NURSE I	2.00	1.00	0.00	2.00	-1.00
5328 A - CLINIC NURSE II	728.00	615.75	0.00	436.15	179.60
5328 C - CLINIC NURSE II	1.00	0.00	0.00	0.00	0.00
5328 N - CLINIC NURSE II	8.00	8.00	0.00	6.00	2.00
5328 O - CLINIC NURSE II	1.00	1.00	0.00	1.00	0.00
5329 A - SUPERVISING CLINIC NURSE I	76.00	68.16	0.00	62.00	6.16
5329 N - SUPERVISING CLINIC NURSE I	0.00	0.00	0.00	1.00	-1.00
5330 A - SUPERVISING CLINIC NURSE II	6.00	5.00	0.00	6.00	-1.00
5330 N - SUPERVISING CLINIC NURSE II	1.00	0.00	0.00	0.00	0.00
5333 A - INTRAVENOUS THERAPY NURSE	11.00	11.00	0.00	9.00	2.00
5334 A - SENIOR INTRAVENOUS THERAPY NURSE	4.00	2.00	0.00	2.00	0.00
5335 A - STAFF NURSE	2,099.00	1,892.07	0.00	1,536.25	355.82
5335 F - STAFF NURSE	630.00	201.20	0.00	281.26	-80.06
5338 A - SUPERVISING STAFF NURSE I	309.00	262.34	0.00	261.00	1.34
5338 N - SUPERVISING STAFF NURSE I	1.00	1.00	0.00	1.00	0.00
5339 A - SUPERVISING STAFF NURSE II	28.00	25.00	0.00	17.00	8.00
5339 F - SUPERVISING STAFF NURSE II	1.00	0.50	0.00	0.00	0.50
5342 A - CRITICAL CARE NURSE	782.00	697.00	0.00	490.40	206.60
5350 A - MEDICAL SERVICE COORDINATOR, CCS	70.00	70.00	0.00	64.00	6.00
5350 F - MEDICAL SERVICE COORDINATOR, CCS	0.00	0.00	0.00	1.00	-1.00

REGISTERED NURSE VACANCIES BY CATEGORY

(as of 01/29/06)

Budget Item	Ordinanced	Budgeted	Adjustment	Filled	Open (Vacancies)
5350 N - MEDICAL SERVICE COORDINATOR,CCS	82.00	82.00	0.00	41.00	41.00
5351 A - NURSING CARE SPECIALIST I	116.00	103.33	0.00	58.00	45.33
5351 F - NURSING CARE SPECIALIST I	0.00	0.00	0.00	1.00	-1.00
5351 N - NURSING CARE SPECIALIST I	3.00	2.00	0.00	1.00	1.00
5353 A - NURSING CARE SPECIALIST II	114.00	109.57	6.00	87.00	28.57
5353 N - NURSING CARE SPECIALIST II	8.00	8.00	0.00	5.00	3.00
5356 A - SUPVG MEDICAL SERVICE COORD,CCS	5.00	5.00	0.00	5.00	0.00
5356 N - SUPVG MEDICAL SERVICE COORD,CCS	13.00	13.00	0.00	10.00	3.00
5357 A - CLINICAL NURSE SPECIALIST	28.00	25.00	0.00	23.00	2.00
5359 A - NURSE-MIDWIFE	38.00	28.00	0.00	24.00	4.00
5360 A - CHIEF NURSE-MIDWIFE	1.00	1.00	0.00	1.00	0.00
5363 A - OPERATING ROOM NURSE I	18.00	13.00	0.00	12.00	1.00
5363 F - OPERATING ROOM NURSE I	0.00	0.00	0.00	1.00	-1.00
5364 A - OPERATING ROOM NURSE II	124.00	114.50	0.00	75.00	39.50
5365 A - SUPERVISING SURGERY NURSE I	4.00	4.00	0.00	3.00	1.00
5366 A - SUPERVISING SURGERY NURSE II	4.00	4.00	0.00	3.00	1.00
TOTAL	7,977.00	6,044.52	3.25	5,372.27	675.50

REGISTERED NURSE TURNOVER RATE

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT

TURN OVER BY ITEM RN

Data Update As of : January 2006

Dptno	Itemno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
ASSISTANT NURSING DIRECTOR I																	
120	5314	ASSISTANT NURSING DIRECTOR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5314	ASSISTANT NURSING DIRECTOR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
240	5314	ASSISTANT NURSING DIRECTOR I	0	0	0	0	0	0	1	1	1	1	1	1	1	0	0.00%
SubTotal:			2	2	2	2	2	2	3	3	3	3	3	3	3	0	0.00%
ASSISTANT NURSING DIRECTOR II																	
240	5320	ASSISTANT NURSING DIRECTOR II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
ASSISTANT NURSING DIRECTOR, ADMINISTRATION																	
110	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	6	6	6	6	6	6	6	6	6	6	6	6	6	0	0.00%
120	5295	RN ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	100.00%
130	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
160	5295	RN ASSISTANT NURSING DIRECTOR, ADMINISTR	29	29	29	29	30	30	30	32	32	32	32	33	31	1	3.23%
161	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	13	13	12	12	12	12	12	12	12	12	13	13	12	0	0.00%
201	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
225	5295	RN ASSISTANT NURSING DIRECTOR, ADMINISTR	5	5	5	5	5	4	6	6	6	7	7	7	6	1	16.67%
240	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	3	3	3	3	3	3	3	3	3	3	2	2	3	0	0.00%
250	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	1	1	1	1	0	1	0	0.00%
260	5295	RN ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	2	2	2	2	2	1	1	100.00%
290	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	1	1	1	2	2	1	0	0.00%
295	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
296	5295	ASSISTANT NURSING DIRECTOR, ADMINISTR	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			66	66	66	66	67	66	68	71	71	72	73	73	69	4	5.82%
ASSISTANT NURSING DIRECTOR, EDUCATION																	
110	5287	ASSISTANT NURSING DIRECTOR, EDUCATIO	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
160	5287	ASSISTANT NURSING DIRECTOR, EDUCATIO	2	2	2	2	2	2	1	1	1	1	1	1	2	0	0.00%
226	5287	ASSISTANT NURSING DIRECTOR, EDUCATIO	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5287	ASSISTANT NURSING DIRECTOR, EDUCATIO	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
295	5287	ASSISTANT NURSING DIRECTOR, EDUCATIO	1	2	1	1	1	1	1	1	2	2	2	2	1	0	0.00%
SubTotal:			6	7	6	6	6	6	5	5	6	6	6	6	6	0	0.00%
ASSISTANT PROGRAM SPECIALIST,PHN																	
250	5233	RN ASSISTANT PROGRAM SPECIALIST,PHN	3	3	3	2	2	2	2	2	2	2	2	1	2	1	50.00%
295	5233	ASSISTANT PROGRAM SPECIALIST,PHN	29	29	28	29	29	32	33	33	33	33	33	34	31	0	0.00%
296	5233	ASSISTANT PROGRAM SPECIALIST,PHN	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			33	33	32	32	32	35	36	36	36	36	36	36	34	1	2.91%
CHIEF NURSE, MIDWIFERY SERVICES																	
225	5302	CHIEF NURSE, MIDWIFERY SERVICES	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
CHIEF NURSING OFFICER I																	

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT

TURN OVER BY ITEM RN

Data Update As of : January 2006

Dptno	Itemno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
240	5304	CHIEF NURSING OFFICER I	1	1	1	1	1	1	1	1	1	1	0	0	1	0	0.00%
SubTotal:			1	1	1	1	1	1	1	1	1	1	0	0	1	0	0.00%
CHIEF NURSING OFFICER II																	
200	5308	CHIEF NURSING OFFICER II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
225	5308	CHIEF NURSING OFFICER II	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0.00%
240	5308	CHIEF NURSING OFFICER II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5308	CHIEF NURSING OFFICER II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			3	3	3	3	3	3	3	3	3	3	4	4	3	0	0.00%
CHIEF NURSING OFFICER III																	
160	5309	CHIEF NURSING OFFICER III	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
CLINIC NURSE I																	
130	5327	RN CLINIC NURSE I	19	21	22	22	22	23	23	22	21	21	22	21	22	2	9.09%
160	5327	RN CLINIC NURSE I	26	26	25	24	25	25	24	22	21	23	23	24	24	3	12.50%
161	5327	RN CLINIC NURSE I	45	41	42	42	41	42	42	45	47	48	47	47	44	5	11.36%
200	5327	CLINIC NURSE I	23	22	20	18	18	19	20	20	20	20	20	20	20	0	0.00%
201	5327	RN CLINIC NURSE I	18	18	17	18	21	21	22	22	22	22	22	22	20	1	5.00%
225	5327	CLINIC NURSE I	6	6	6	6	6	5	6	6	6	7	7	7	6	0	0.00%
226	5327	RN CLINIC NURSE I	11	11	12	13	13	13	11	12	12	11	11	12	12	2	16.67%
240	5327	RN CLINIC NURSE I	15	15	15	14	13	14	12	14	13	15	16	16	14	3	21.43%
241	5327	RN CLINIC NURSE I	23	23	23	23	23	22	24	25	25	24	24	25	24	1	4.17%
250	5327	CLINIC NURSE I	2	2	2	2	2	2	2	1	1	1	1	1	2	0	0.00%
260	5327	CLINIC NURSE I	0	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
290	5327	CLINIC NURSE I	1	1	1	1	1	1	1	0	0	0	0	0	1	0	0.00%
295	5327	RN CLINIC NURSE I	52	52	53	52	52	50	51	51	53	54	55	54	52	2	3.85%
SubTotal:			241	241	241	238	240	240	241	243	244	249	251	252	243	19	7.81%
CLINIC NURSE II																	
130	5328	RN CLINIC NURSE II	18	18	19	18	18	18	18	18	18	18	17	18	18	2	11.11%
160	5328	RN CLINIC NURSE II	19	19	18	18	18	18	18	18	18	18	17	16	18	1	5.56%
161	5328	RN CLINIC NURSE II	30	31	30	31	32	31	32	32	32	32	31	30	31	1	3.23%
200	5328	RN CLINIC NURSE II	55	56	56	58	55	56	55	54	53	52	49	49	54	5	9.26%
201	5328	CLINIC NURSE II	6	7	7	7	7	7	7	7	7	7	7	7	7	0	0.00%
225	5328	RN CLINIC NURSE II	24	26	24	24	25	22	24	24	23	22	20	20	23	2	8.70%
226	5328	CLINIC NURSE II	8	8	8	8	8	8	10	10	11	12	12	12	10	0	0.00%
240	5328	CLINIC NURSE II	7	6	6	7	8	7	7	7	7	7	7	7	7	0	0.00%
241	5328	CLINIC NURSE II	15	15	15	15	15	15	15	14	14	14	14	14	15	0	0.00%
250	5328	RN CLINIC NURSE II	3	1	1	1	1	1	1	1	1	0	0	1	1	1	100.00%
290	5328	RN CLINIC NURSE II	81	82	83	85	88	91	92	93	93	93	94	95	89	3	3.37%
295	5328	RN CLINIC NURSE II	28	28	28	28	27	28	28	28	27	27	27	28	28	1	3.57%
SubTotal:			294	297	295	300	302	302	307	306	304	302	295	297	300	16	5.33%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of : January 2006

Dptno	Itmno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
CLINICAL INSTRUCTOR,RN																	
130	5208	CLINICAL INSTRUCTOR,RN	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
160	5208	CLINICAL INSTRUCTOR,RN	14	14	14	14	14	14	13	13	13	15	16	16	14	0	0.00%
200	5208	RN CLINICAL INSTRUCTOR,RN	4	4	4	4	5	4	4	3	4	4	3	3	4	1	25.00%
260	5208	CLINICAL INSTRUCTOR,RN	2	2	2	2	2	2	2	2	3	3	3	3	2	0	0.00%
SubTotal:			21	21	21	21	22	21	20	19	21	23	23	23	21	1	4.69%
CLINICAL NURSE SPECIALIST																	
160	5357	CLINICAL NURSE SPECIALIST	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
200	5357	CLINICAL NURSE SPECIALIST	6	6	6	6	6	6	7	7	7	7	7	7	7	0	0.00%
225	5357	RN CLINICAL NURSE SPECIALIST	1	1	2	2	2	2	2	2	3	2	2	2	2	2	100.00%
240	5357	CLINICAL NURSE SPECIALIST	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5357	CLINICAL NURSE SPECIALIST	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			12	12	13	13	13	13	14	14	15	14	14	14	13	2	14.91%
CLINICAL NURSING DIRECTOR I																	
161	5298	CLINICAL NURSING DIRECTOR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
226	5298	CLINICAL NURSING DIRECTOR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
250	5298	CLINICAL NURSING DIRECTOR I	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0.00%
260	5298	RN CLINICAL NURSING DIRECTOR I	1	1	1	1	0	0	0	0	0	0	0	0	1	1	100.00%
295	5298	CLINICAL NURSING DIRECTOR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			4	4	4	4	3	3	3	3	3	3	3	4	3	1	29.27%
CLINICAL NURSING DIRECTOR II																	
160	5299	CLINICAL NURSING DIRECTOR II	3	3	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
161	5299	CLINICAL NURSING DIRECTOR II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5299	CLINICAL NURSING DIRECTOR II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
225	5299	CLINICAL NURSING DIRECTOR II	1	1	1	1	1	1	3	3	4	4	4	4	2	0	0.00%
240	5299	CLINICAL NURSING DIRECTOR II	2	3	3	3	3	3	3	4	4	4	4	4	3	0	0.00%
241	5299	CLINICAL NURSING DIRECTOR II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5299	CLINICAL NURSING DIRECTOR II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
290	5299	CLINICAL NURSING DIRECTOR II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			13	14	13	13	13	13	15	16	17	17	17	17	15	0	0.00%
CLINICAL NURSING DIRECTOR III																	
160	5300	CLINICAL NURSING DIRECTOR III	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5300	CLINICAL NURSING DIRECTOR III	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
CRITICAL CARE NURSE																	
160	5342	RN CRITICAL CARE NURSE	136	137	135	133	134	139	139	143	139	140	138	139	138	2	1.45%
200	5342	CRITICAL CARE NURSE	63	61	60	61	60	60	61	63	65	65	65	66	63	0	0.00%
225	5342	RN CRITICAL CARE NURSE	46	46	45	44	41	39	39	38	33	33	31	31	39	5	12.82%
240	5342	RN CRITICAL CARE NURSE	53	53	52	53	53	52	52	52	52	52	53	52	52	2	3.85%
260	5342	RN CRITICAL CARE NURSE	5	5	5	6	7	6	6	6	5	5	5	5	6	1	16.67%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of : **January 2006**

Dptno	Itmno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
SubTotal:			303	302	297	297	295	296	297	302	294	295	292	293	297	10	3.37%
GRADUATE NURSE ANESTHETIST																	
200	5170	GRADUATE NURSE ANESTHETIST	1	1	1	0	0	0	0	0	2	2	1	0	1	0	0.00%
SubTotal:			1	1	1	0	0	0	0	0	2	2	1	0	1	0	0.00%
INTERIM PERMITTEE,NURSING																	
240	5332	INTERIM PERMITTEE,NURSING	0	0	0	0	0	0	1	1	1	1	0	0	1	0	0.00%
SubTotal:			0	0	0	0	0	0	1	1	1	1	0	0	0	0	0.00%
INTRAVENOUS THERAPY NURSE																	
200	5333	INTRAVENOUS THERAPY NURSE	10	10	9	9	9	9	9	9	9	9	9	9	9	0	0.00%
SubTotal:			10	10	9	9	9	9	9	9	9	9	9	9	9	0	0.00%
MEDICAL SERVICE COORDINATOR,CCS																	
250	5350	RN MEDICAL SERVICE COORDINATOR,CCS	98	96	98	100	100	102	103	103	106	107	106	105	102	1	0.98%
SubTotal:			98	96	98	100	100	102	103	103	106	107	106	105	102	1	0.98%
NURSE ANESTHETIST II																	
130	5172	NURSE ANESTHETIST II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
160	5172	NURSE ANESTHETIST II	10	10	10	10	10	10	10	10	10	10	12	12	10	0	0.00%
200	5172	RN NURSE ANESTHETIST II	13	13	13	14	14	14	14	14	15	13	14	15	14	1	7.14%
225	5172	NURSE ANESTHETIST II	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
240	5172	NURSE ANESTHETIST II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
260	5172	NURSE ANESTHETIST II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
SubTotal:			32	32	32	33	33	33	33	33	34	32	35	36	33	1	3.02%
NURSE ANESTHETIST-INSTRUCTOR																	
200	5175	NURSE ANESTHETIST-INSTRUCTOR	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0.00%
SubTotal:			0	0	0	0	0	0	0	0	0	1	1	1	0	0	0.00%
NURSE MANAGER																	
110	5286	NURSE MANAGER	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0.00%
120	5286	NURSE MANAGER	2	2	2	2	2	2	2	2	2	1	1	1	2	0	0.00%
130	5286	NURSE MANAGER	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
160	5286	RN NURSE MANAGER	67	65	63	63	62	61	61	65	66	64	64	64	64	2	3.13%
161	5286	NURSE MANAGER	12	11	11	11	12	12	12	12	12	11	11	11	12	0	0.00%
200	5286	RN NURSE MANAGER	21	21	22	24	24	23	24	24	25	26	25	25	24	1	4.17%
201	5286	RN NURSE MANAGER	1	1	0	0	0	0	0	0	0	0	0	0	1	1	100.00%
225	5286	RN NURSE MANAGER	26	25	26	26	25	24	22	22	22	22	23	22	24	4	16.67%
226	5286	NURSE MANAGER	5	5	5	5	5	4	5	5	4	4	4	4	5	0	0.00%
240	5286	NURSE MANAGER	18	16	16	16	18	19	19	19	19	19	19	21	18	0	0.00%
241	5286	RN NURSE MANAGER	4	4	4	4	4	4	4	3	4	4	4	4	4	1	25.00%
250	5286	NURSE MANAGER	4	4	4	4	5	5	5	5	5	5	5	4	5	0	0.00%
260	5286	NURSE MANAGER	12	12	12	12	15	15	15	15	15	15	15	15	14	0	0.00%
290	5286	NURSE MANAGER	4	3	4	4	4	4	4	4	4	4	4	4	4	0	0.00%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of : **January 2006**

Dptno	Itmno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
295	5286	NURSE MANAGER	14	14	13	13	13	13	15	15	15	15	15	15	14	0	0.00%
296	5286	NURSE MANAGER	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			194	187	186	188	193	190	192	196	198	195	195	195	192	9	4.68%
NURSE PRACTITIONER																	
130	5121	RN NURSE PRACTITIONER	7	7	7	7	7	7	7	6	6	8	8	7	7	1	14.29%
160	5121	NURSE PRACTITIONER	30	30	30	31	31	32	32	32	32	32	31	32	31	0	0.00%
161	5121	NURSE PRACTITIONER	20	20	19	20	20	21	21	21	22	22	23	23	21	0	0.00%
200	5121	RN NURSE PRACTITIONER	44	44	44	43	42	42	42	41	41	42	43	44	43	2	4.65%
201	5121	NURSE PRACTITIONER	5	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
225	5121	RN NURSE PRACTITIONER	12	12	12	12	12	10	12	12	13	13	13	13	12	1	8.33%
226	5121	RN NURSE PRACTITIONER	4	4	4	4	4	0	4	4	4	4	3	3	4	1	25.00%
240	5121	NURSE PRACTITIONER	14	14	14	14	14	15	17	18	20	21	21	21	17	0	0.00%
241	5121	RN NURSE PRACTITIONER	12	12	12	12	12	11	11	11	10	10	9	8	11	4	36.36%
250	5121	NURSE PRACTITIONER	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5121	NURSE PRACTITIONER	0	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
295	5121	NURSE PRACTITIONER	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			150	155	154	155	154	150	158	157	160	164	163	163	157	9	5.74%
NURSE TRAINING CONSULTANT																	
225	5215	NURSE TRAINING CONSULTANT	1	1	1	1	1	0	1	1	1	1	1	1	1	0	0.00%
SubTotal:			1	1	1	1	1	0	1	1	1	1	1	1	1	0	0.00%
NURSE-MIDWIFE																	
160	5359	NURSE-MIDWIFE	9	9	9	9	9	9	9	9	9	9	9	9	9	0	0.00%
200	5359	NURSE-MIDWIFE	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
225	5359	NURSE-MIDWIFE	4	4	4	4	4	4	4	4	4	4	4	4	4	0	0.00%
SubTotal:			16	16	16	16	16	16	16	16	16	16	16	16	16	0	0.00%
NURSING CARE SPECIALIST I																	
110	5351	NURSING CARE SPECIALIST I	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
120	5351	NURSING CARE SPECIALIST I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
130	5351	NURSING CARE SPECIALIST I	1	1	1	1	1	1	1	1	0	0	0	0	1	0	0.00%
160	5351	NURSING CARE SPECIALIST I	24	24	25	25	25	25	25	24	24	24	23	23	24	0	0.00%
161	5351	NURSING CARE SPECIALIST I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5351	NURSING CARE SPECIALIST I	12	11	10	10	10	10	10	9	9	10	10	10	10	0	0.00%
225	5351	NURSING CARE SPECIALIST I	3	3	2	2	2	2	2	2	1	1	1	1	2	0	0.00%
226	5351	NURSING CARE SPECIALIST I	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
240	5351	NURSING CARE SPECIALIST I	7	6	6	6	6	7	8	8	8	9	9	9	7	0	0.00%
241	5351	NURSING CARE SPECIALIST I	5	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
260	5351	NURSING CARE SPECIALIST I	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
295	5351	NURSING CARE SPECIALIST I	2	2	2	2	2	2	2	1	1	1	1	1	2	0	0.00%
SubTotal:			62	60	59	59	59	60	61	59	56	58	57	57	59	0	0.00%
NURSING CARE SPECIALIST II																	

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of : January 2006

Dptno	Itmno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pen	Total Terms	TurnOver Rate %
110	5353	RN NURSING CARE SPECIALIST II	3	3	3	3	3	3	3	3	2	2	2	2	3	1	33.33%
120	5353	RN NURSING CARE SPECIALIST II	14	14	13	12	12	11	12	9	10	11	11	11	12	5	41.67%
130	5353	NURSING CARE SPECIALIST II	4	4	4	4	4	4	5	5	6	6	6	6	5	0	0.00%
160	5353	NURSING CARE SPECIALIST II	24	24	24	24	24	24	24	24	23	23	24	23	24	0	0.00%
161	5353	RN NURSING CARE SPECIALIST II	2	2	2	2	2	2	2	2	1	1	1	1	2	1	50.00%
200	5353	NURSING CARE SPECIALIST II	5	6	7	7	7	7	7	7	8	8	8	8	7	0	0.00%
225	5353	RN NURSING CARE SPECIALIST II	8	8	7	7	7	6	7	6	6	6	6	6	7	1	14.29%
226	5353	NURSING CARE SPECIALIST II	5	5	5	5	5	5	6	6	6	6	6	6	6	0	0.00%
240	5353	NURSING CARE SPECIALIST II	8	8	8	8	8	8	9	9	10	10	10	11	9	0	0.00%
260	5353	NURSING CARE SPECIALIST II	7	7	7	7	7	7	7	7	7	7	7	7	7	0	0.00%
296	5353	NURSING CARE SPECIALIST II	4	4	3	3	3	3	3	3	3	3	2	2	3	0	0.00%
SubTotal:			84	85	83	82	82	80	85	81	82	83	83	83	83	8	9.67%

NURSING DIRECTOR, ADMINISTRATION

110	5296	NURSING DIRECTOR, ADMINISTRATION	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
160	5296	NURSING DIRECTOR, ADMINISTRATION	0	0	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5296	NURSING DIRECTOR, ADMINISTRATION	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
225	5296	NURSING DIRECTOR, ADMINISTRATION	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
240	5296	NURSING DIRECTOR, ADMINISTRATION	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5296	NURSING DIRECTOR, ADMINISTRATION	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			6	7	8	8	8	8	8	8	8	8	8	8	8	0	0.00%

NURSING DIRECTOR, EDUCATION

160	5288	NURSING DIRECTOR, EDUCATION	0	0	0	0	0	0	1	1	1	1	1	1	1	0	0.00%
SubTotal:			0	0	0	0	0	0	1	1	1	1	1	1	1	0	0.00%

NURSING INSTRUCTOR

110	5214	RN NURSING INSTRUCTOR	14	14	15	15	14	14	12	11	12	10	11	12	13	3	23.08%
160	5214	RN NURSING INSTRUCTOR	2	2	2	2	2	2	2	2	2	1	2	2	2	1	50.00%
225	5214	NURSING INSTRUCTOR	2	2	2	2	2	2	2	2	2	3	3	3	2	0	0.00%
240	5214	NURSING INSTRUCTOR	2	2	2	2	2	2	2	2	2	3	3	3	2	0	0.00%
250	5214	NURSING INSTRUCTOR	3	3	3	3	3	4	3	4	4	4	4	4	4	0	0.00%
260	5214	NURSING INSTRUCTOR	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			24	24	25	25	24	25	22	22	23	22	24	25	24	4	16.84%

NURSING,INSTRUCTOR SCH OF NRSNG

160	5210	RN NURSING,INSTRUCTOR SCH OF NRSNG	14	14	14	14	14	14	15	15	15	15	16	15	15	2	13.33%
SubTotal:			14	14	14	14	14	14	15	15	15	15	16	15	15	2	13.71%

OPERATING ROOM NURSE I

130	5363	OPERATING ROOM NURSE I	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
160	5363	RN OPERATING ROOM NURSE I	8	8	9	9	9	9	9	9	8	8	8	7	8	2	25.00%
200	5363	RN OPERATING ROOM NURSE I	12	12	12	14	15	15	15	15	13	13	12	12	13	3	23.08%
240	5363	OPERATING ROOM NURSE I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5363	OPERATING ROOM NURSE I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of : January 2006

Dptno	Itemno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
SubTotal:			24	24	25	27	28	28	28	28	25	25	24	23	26	5	19.42%
OPERATING ROOM NURSE II																	
160	5364	RN OPERATING ROOM NURSE II	38	38	36	35	35	34	34	34	32	32	33	33	35	1	2.86%
200	5364	OPERATING ROOM NURSE II	12	12	12	12	12	12	12	12	12	12	12	12	12	0	0.00%
240	5364	OPERATING ROOM NURSE II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
260	5364	OPERATING ROOM NURSE II	7	7	7	7	7	7	7	7	7	7	7	7	7	0	0.00%
SubTotal:			59	59	57	56	56	55	55	55	53	53	54	54	56	1	1.80%
PROGRAM SPECIALIST,PHN																	
161	5237	PROGRAM SPECIALIST,PHN	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
250	5237	PROGRAM SPECIALIST,PHN	1	1	1	1	1	1	1	1	1	2	2	2	1	0	0.00%
295	5237	PROGRAM SPECIALIST,PHN	13	12	12	13	13	13	12	11	11	12	12	12	12	0	0.00%
SubTotal:			16	15	15	16	16	16	15	14	14	16	16	16	15	0	0.00%
PUBLIC HEALTH NURSE																	
110	5230	PUBLIC HEALTH NURSE	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
199	5230	PUBLIC HEALTH NURSE	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
250	5230	RN PUBLIC HEALTH NURSE	123	123	124	125	127	131	129	126	129	129	131	132	127	6	4.72%
295	5230	RN PUBLIC HEALTH NURSE	253	250	248	249	247	247	249	253	252	253	251	254	251	21	8.37%
296	5230	PUBLIC HEALTH NURSE	4	4	4	5	5	5	5	5	5	5	5	5	5	0	0.00%
SubTotal:			382	379	378	381	381	385	385	386	388	389	389	393	385	27	7.02%
PUBLIC HEALTH NURSING SUPERVISOR																	
130	5236	PUBLIC HEALTH NURSING SUPERVISOR	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
250	5236	PUBLIC HEALTH NURSING SUPERVISOR	11	12	12	12	12	12	12	12	12	12	12	12	12	0	0.00%
295	5236	PUBLIC HEALTH NURSING SUPERVISOR	30	31	32	31	31	31	30	30	28	29	30	30	30	0	0.00%
SubTotal:			42	44	45	44	44	44	43	43	41	42	43	43	43	0	0.00%
SENIOR NURSING INSTRUCTOR																	
110	5216	SENIOR NURSING INSTRUCTOR	12	12	12	12	13	13	13	14	15	17	17	17	14	0	0.00%
160	5216	SENIOR NURSING INSTRUCTOR	9	9	9	9	9	10	10	10	10	10	10	10	10	0	0.00%
200	5216	RN SENIOR NURSING INSTRUCTOR	3	3	3	3	3	3	3	4	4	4	5	6	4	1	25.00%
240	5216	SENIOR NURSING INSTRUCTOR	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
250	5216	SENIOR NURSING INSTRUCTOR	1	1	1	1	0	0	1	1	1	1	1	1	1	0	0.00%
SubTotal:			26	26	26	26	26	27	28	30	31	33	34	35	29	1	3.45%
SR NURSING,INSTRUCTOR SCH OF NRSNG																	
160	5212	SR NURSING,INSTRUCTOR SCH OF NRSNG	5	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
SubTotal:			5	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
STAFF NURSE																	
130	5335	RN STAFF NURSE	12	12	12	12	12	11	11	11	11	10	10	10	11	1	9.09%
160	5335	RN STAFF NURSE	902	911	915	905	898	890	891	910	903	905	906	912	904	78	8.63%
200	5335	RN STAFF NURSE	286	290	297	295	296	291	292	291	293	301	305	312	296	26	8.78%
225	5335	RN STAFF NURSE	233	234	231	224	217	204	204	206	208	214	213	213	217	23	10.60%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of : **January 2006**

Dptno	Itmno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
226	5335	STAFF NURSE	3	3	3	3	4	4	4	4	4	4	4	4	4	0	0.00%
240	5335	RN STAFF NURSE	254	257	261	265	265	263	270	268	271	267	266	264	264	17	6.44%
260	5335	RN STAFF NURSE	118	120	119	117	116	115	113	113	107	108	107	108	113	11	9.73%
290	5335	STAFF NURSE	2	2	2	2	2	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			1810	1829	1840	1823	1810	1779	1786	1804	1798	1810	1812	1824	1810	156	8.62%
SUPERVISING CLINIC NURSE I																	
130	5329	RN SUPERVISING CLINIC NURSE I	6	6	6	6	6	6	6	5	5	5	5	5	6	2	33.33%
160	5329	SUPERVISING CLINIC NURSE I	8	8	8	8	9	10	10	10	10	10	10	10	9	0	0.00%
161	5329	SUPERVISING CLINIC NURSE I	6	6	6	6	5	6	6	6	7	7	8	8	6	0	0.00%
200	5329	SUPERVISING CLINIC NURSE I	2	2	3	3	3	3	3	4	3	3	6	6	3	0	0.00%
201	5329	SUPERVISING CLINIC NURSE I	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
225	5329	SUPERVISING CLINIC NURSE I	4	4	4	4	5	4	5	5	5	5	5	5	5	0	0.00%
226	5329	SUPERVISING CLINIC NURSE I	7	7	7	7	7	7	7	7	7	6	6	6	7	0	0.00%
240	5329	SUPERVISING CLINIC NURSE I	7	8	8	8	8	8	8	8	8	8	8	8	8	0	0.00%
241	5329	SUPERVISING CLINIC NURSE I	5	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
290	5329	SUPERVISING CLINIC NURSE I	11	10	11	11	11	11	11	12	12	12	12	12	11	0	0.00%
295	5329	SUPERVISING CLINIC NURSE I	10	10	10	9	8	10	10	10	10	10	10	10	10	0	0.00%
SubTotal:			68	68	70	69	69	72	73	74	74	73	77	77	72	2	2.78%
SUPERVISING CLINIC NURSE II																	
130	5330	SUPERVISING CLINIC NURSE II	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
161	5330	SUPERVISING CLINIC NURSE II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5330	SUPERVISING CLINIC NURSE II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
225	5330	SUPERVISING CLINIC NURSE II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5330	SUPERVISING CLINIC NURSE II	0	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
290	5330	SUPERVISING CLINIC NURSE II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			6	7	7	7	7	7	7	7	7	7	7	7	7	0	0.00%
SUPERVISING NURSE-ANESTHETIST																	
160	5174	SUPERVISING NURSE-ANESTHETIST	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5174	SUPERVISING NURSE-ANESTHETIST	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
SubTotal:			2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
SUPERVISING STAFF NURSE I																	
110	5338	SUPERVISING STAFF NURSE I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
130	5338	SUPERVISING STAFF NURSE I	2	2	2	2	2	2	2	2	2	2	2	2	2	0	0.00%
160	5338	RN SUPERVISING STAFF NURSE I	110	111	114	118	118	115	115	108	112	114	116	115	114	3	2.63%
161	5338	SUPERVISING STAFF NURSE I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
200	5338	RN SUPERVISING STAFF NURSE I	38	38	37	36	36	36	36	36	35	35	37	39	37	1	2.70%
225	5338	RN SUPERVISING STAFF NURSE I	40	41	44	48	47	45	47	47	48	48	50	48	46	2	4.35%
240	5338	SUPERVISING STAFF NURSE I	35	36	37	37	38	39	39	39	40	39	39	38	38	0	0.00%
260	5338	SUPERVISING STAFF NURSE I	21	21	22	22	20	21	21	20	21	21	21	21	21	0	0.00%
290	5338	SUPERVISING STAFF NURSE I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT
TURN OVER BY ITEM RN

Data Update As of: **January 2006**

Dptno	Itmno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pop	Total Terms	TurnOver Rate %
		SubTotal:	249	252	259	266	264	261	263	255	261	262	268	266	261	6	2.30%
SUPERVISING STAFF NURSE II																	
110	5339	SUPERVISING STAFF NURSE II	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
160	5339	SUPERVISING STAFF NURSE II	5	5	5	5	5	5	5	5	5	5	5	5	5	0	0.00%
200	5339	SUPERVISING STAFF NURSE II	16	16	16	16	16	16	15	16	17	17	17	17	16	0	0.00%
225	5339	SUPERVISING STAFF NURSE II	3	3	3	3	3	2	3	3	3	3	3	3	3	0	0.00%
240	5339	SUPERVISING STAFF NURSE II	7	7	7	7	7	7	6	6	6	6	7	6	7	0	0.00%
260	5339	SUPERVISING STAFF NURSE II	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0.00%
		SubTotal:	32	32	32	32	32	31	30	32	33	33	34	33	32	0	0.00%
SUPERVISING SURGERY NURSE I																	
160	5365	RN SUPERVISING SURGERY NURSE I	5	5	5	5	5	5	5	5	5	5	5	4	5	1	20.00%
		SubTotal:	5	5	5	5	5	5	5	5	5	5	5	4	5	1	20.34%
SUPERVISING SURGERY NURSE II																	
160	5366	SUPERVISING SURGERY NURSE II	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
		SubTotal:	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
SUPVG MEDICAL SERVICE COORD,CCS																	
250	5356	SUPVG MEDICAL SERVICE COORD,CCS	14	15	13	13	13	13	13	16	16	16	16	16	15	0	0.00%
		SubTotal:	14	15	13	13	13	13	13	16	16	16	16	16	15	0	0.00%
UTILIZATION REVIEW NURSE																	
110	5124	RN UTILIZATION REVIEW NURSE	5	5	5	5	4	4	4	4	3	3	3	3	4	1	25.00%
120	5124	RN UTILIZATION REVIEW NURSE	5	5	5	5	6	6	6	6	6	6	6	6	6	1	16.67%
160	5124	UTILIZATION REVIEW NURSE	18	18	19	20	20	20	20	20	21	21	20	20	20	0	0.00%
200	5124	UTILIZATION REVIEW NURSE	14	14	14	14	14	14	14	14	14	14	14	14	14	0	0.00%
225	5124	UTILIZATION REVIEW NURSE	15	14	15	15	15	15	15	16	15	15	15	15	15	0	0.00%
240	5124	UTILIZATION REVIEW NURSE	8	7	5	5	8	8	9	9	9	9	9	9	8	0	0.00%
260	5124	UTILIZATION REVIEW NURSE	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
296	5124	UTILIZATION REVIEW NURSE	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
		SubTotal:	69	67	67	68	71	71	72	73	72	72	71	71	70	2	2.84%
UTILIZATION REVIEW NURSE SUPVR I																	
120	5125	UTILIZATION REVIEW NURSE SUPVR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
160	5125	UTILIZATION REVIEW NURSE SUPVR I	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0.00%
200	5125	UTILIZATION REVIEW NURSE SUPVR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
225	5125	UTILIZATION REVIEW NURSE SUPVR I	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0.00%
240	5125	UTILIZATION REVIEW NURSE SUPVR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
260	5125	UTILIZATION REVIEW NURSE SUPVR I	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0.00%
		SubTotal:	8	8	7	7	7	7	7	7	7	7	7	7	7	0	0.00%

LOS ANGELES COUNTY - HEALTH SERVICES DEPARTMENT

TURN OVER BY ITEM RN

Data Update As of : January 2006

Dptno	Itemno	Classification	Feb05	Mar05	Apr05	May05	Jun05	Jul05	Aug05	Sep05	Oct05	Nov05	Dec05	Jan06	Average Pon	Total Terms	TurnOver Rate %	
		Grand Total:	260	4516	4536	4541	4541	4536	4504	4543	4568	4570	4597	4605	4621	4557	289	6.34%

Termination - Termination of County Service as of 01/01/06 at 01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06
Transfer Out - Transfer to other department as of 01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06
Local Separation - Termination - Transfer Out	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06
Average Population - Average of County all employees monthly	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06
Turn Over - Total Separation/Average Population	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06	01/01/06

REGISTERED NURSE TERMINATION REASONS

Registered Nurse Termination Reasons
01/01/05 - 12/31/05

Department Number - Facility or Program	Deceased	Discharged	Failed Medical Exam	Health	Moved	Non County Employment	Other	Personal	Remain at Home	Recurrent Release	Released Temp	Retirement	Return to School	Transfer	Working Conditions	ROW TOTAL
110 - Health Services Administration	0	0	0	0	0	2	0	0	0	0	0	2	0	1	0	5
120 - Office of Managed Care	0	0	0	0	1	1	0	1	0	0	0	1	0	0	0	4
130 - High Desert Healthcare System	0	2	0	2	0	2	0	4	0	0	0	0	0	1	0	11
160 - LAC+USC Healthcare Network	1	5	0	3	19	22	4	70	0	0	38	19	6	12	2	201
161 - Northeast CHC/Health Centers	0	0	0	0	1	1	0	4	0	0	0	2	0	3	0	11
200 - Harbor/UCLA Medical Center	0	4	0	1	13	9	37	33	0	5	8	12	4	1	1	128
201 - Long Beach CHC/Coastal Health Centers	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	2
225 - King/Drew Medical Center	0	16	0	0	1	6	1	30	1	1	11	21	1	1	4	94
226 - Southwest CHC/Health Centers	1	1	0	0	0	0	0	0	0	0	0	1	0	0	1	4
240 - ValleyCare Olive View/UCLA Medical Center	0	2	0	0	5	4	15	2	2	0	2	3	1	1	3	40
241 - Mid Valley CHC/Health Centers	0	0	0	0	1	1	0	1	0	0	0	0	1	0	1	5
250 - Children's Medical Services	0	0	0	0	1	2	0	2	0	0	0	5	0	1	1	12
260 - Rancho Los Amigos Nat'l Rehab Center	0	0	0	1	3	8	5	7	0	1	3	1	0	3	0	32
280 - Antelope Valley Rehabilitation Center	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
290 - Juvenile Court Health Services	0	0	0	0	0	0	0	2	0	0	0	3	0	0	2	7
295 - Public Health	1	1	1	1	3	7	5	3	2	0	0	19	0	2	0	45
296 - AIDS Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COLUMN TOTAL	3	31	1	8	48	65	68	159	5	7	62	90	13	26	15	601

NURSING REGISTRY EXPENSE

**COUNTY OF LOS ANGELES - DEPARTMENT OF HEALTH SERVICES
NURSE REGISTRIES *
FISCAL YEAR 2005-06**

FACILITY	TRAVEL NURSES			NURSE-SUPPORT & NURSE OTHER			TOTAL NURSE REGISTRIES		
	ADOPTED BUDGET ^(a)	FYE EXPENSES ^(b)	SURPLUS/ (DEFICIT)	ADOPTED BUDGET ^(a)	FYE EXPENSES ^(b)	SURPLUS/ (DEFICIT)	ADOPTED BUDGET ^(a)	FYE EXPENSES ^(b)	SURPLUS/ (DEFICIT)
LAC+USC Medical Center	\$ 15,159,090	\$ 26,663,669	\$ (11,504,579)	\$ 6,302,910	\$ 11,086,331	\$ (4,783,421)	\$ 21,462,000	\$ 37,750,000	\$ (16,288,000)
LAC+USC CHC/HC's	-	-	-	1,221,000	1,289,271	(68,271)	1,221,000	1,289,271	(68,271)
Northeast Network :	15,159,090	26,663,669	(11,504,579)	7,523,910	12,375,602	(4,851,692)	22,683,000	39,039,271	(16,356,271)
H/UCLA Medical Center	\$ 2,340,000	\$ 1,656,034	\$ 683,966	\$ -	\$ -	\$ -	\$ 2,340,000	\$ 1,656,034	\$ 683,966
Coastal CHC/HC's	-	-	-	-	-	-	-	-	-
Coastal Network:	2,340,000	1,656,034	683,966	-	-	-	2,340,000	1,656,034	683,966
MLK/D Medical Center	\$ 14,832,269	\$ 45,812,152	\$ (30,979,883)	\$ 5,530,731	\$ 9,672,365	\$ (4,141,634)	\$ 20,363,000	\$ 55,484,517	\$ (35,121,517)
Southwest CHC/HC's	-	-	-	-	316,874	(316,874)	-	316,874	(316,874)
Southwest Network:	14,832,269	45,812,152	(30,979,883)	5,530,731	9,989,239	(4,458,508)	20,363,000	55,801,391	(35,438,391)
Rancho Los Amigos NRC:	\$ -	\$ 876,279	\$ (876,279)	\$ -	\$ -	\$ -	\$ -	\$ 876,279	\$ (876,279)
OV/UCLA Medical Center	\$ 3,219,000	\$ 5,178,991	\$ (1,959,991)	\$ 2,706,000	\$ 3,302,231	\$ (596,231)	\$ 5,925,000	\$ 8,481,222	\$ (2,556,222)
San Fernando Valley CHC/HC's	-	-	-	-	-	-	-	-	-
High Desert Health System - MACC	-	-	-	26,000	26,000	-	26,000	26,000	-
Antelope Valley Health Centers	-	-	-	-	-	-	-	-	-
Antelope Valley Rehab Center	-	-	-	-	-	-	-	-	-
Valley Care Network:	3,219,000	5,178,991	(1,959,991)	2,732,000	3,328,231	(596,231)	5,951,000	8,507,222	(2,556,222)
SUBTOTAL ENTERPRISE:	\$ 35,550,359	\$ 80,187,125	\$ (44,636,766)	\$ 15,786,641	\$ 25,693,072	\$ (9,906,431)	\$ 51,337,000	\$ 105,880,197	\$ (54,543,197)
Juvenile Court Health Services	-	-	-	475,000	500,000	(25,000)	475,000	500,000	(25,000)
TOTAL DHS:	\$ 35,550,359	\$ 80,187,125	\$ (44,636,766)	\$ 16,261,641	\$ 26,193,072	\$ (9,931,431)	\$ 51,812,000	\$ 106,380,197	\$ (54,568,197)

* Excludes hemodialysis services which are paid based on procedures, not hours.

(a) Based on the FY 05-06 Board Adopted Budget After Supplemental Budget Resolution, adopted September 20, 2005.

(b) Full-year estimates are based on each facility's FY 2005-06 Registry Report through November '05.

EXHIBIT III

**RECOMMENDATIONS FOR QUALITY CONTROL MEASURES
ON THE USE OF NURSE REGISTRIES AND OTHER
TEMPORARY MEDICAL PERSONNEL**

RECOMMENDATIONS FOR QUALITY CENTRAL MEASURES ON THE USE OF NURSE REGISTRY AND OTHER TEMPORARY MEDICAL PERSONNEL

The following quality control measures have been developed and/or implemented to date:

- Three component in-processing system:
 - Component I – Human Resources In-Processing. Process includes criminal background check, proof of current health screening, verification of licensure/registration/certification, CPR and credentials, County rules and regulations, policies and ID badges.
 - Component II – Orientation Review Handbook and Post-Test. The Post-test must be returned to Human Resources within 7 days of start date. This component is equal to the New Employee Orientation given to County employees.
 - Component III – Unit/Area Orientation given by Department. Process includes vital information on work schedule, work expectations, departmental policies and procedures. A job description is given to each non-County staff member, and his/her role in the Unit is explained, specialized requirements/experience as applicable are verified, initial skills validation/competency assessment is performed. Orientation to unit/area's procedures, protocols and practices for fire/life safety, infection control, HIPAA, patient safety, and a variety of unit/area specific topics occurs. The Component III checklist must be returned to Human Resources within 7 days of start date.
- Procedures for In-Processing Non-County staff
- Component I and III Checklists
- Non-County Workforce Comprehensive Policy Statement
- Non-County Workforce Member Policy (726)
- Presentations of the new three-component in processing for all the DHS Contractors providing non-county staff to DHS facilities.
- Orientation Review Handbooks for King Drew Medical Center, Valley Care Olive View/UCLA Medical Center, LAC+USC Healthcare Network, Rancho Los Amigos National Rehabilitation Center, High Desert Health System. Harbor/UCLA Medical Center has had an Orientation Review Handbook for several years and was used as a template for the other facility handbooks.
- Database at King Drew Medical Center and Valley Care Olive View/UCLA Medical Center for non-County staff indicating completion of the three-component in-processing. This database will be expanded to cover all the other DHS facilities.

- A database will be created for use throughout DHS to track non-County staff. This database will include:
 - Last Name
 - First Name
 - Do Not Send (DHS) Status
 - DNS Effective Date
 - Person reporting DNS
 - Person reporting DNS Phone Number
 - Department
 - Hospital/Facility
 - Start Date
 - End Date
 - Employee/Agency Number
 - Social Security Number
 - Agency
 - Position Title
 - Verification of Current Licensure/Registration/Certification
 - License Expiration
 - New Employee Orientation to Facility
 - New Employee Orientation to Unit/Area
 - Initial Competency Assessment Including Any Skill Competency List and Orientation
 - Most Recent Performance Evaluation Including Skill and Competency Lists
 - Age Specific Competency (When Appropriate)
 - Performance Specific Skill/Competency (Surveyor's Use Only)
 - Fire/Life Safety
 - Hazardous Material
 - Disaster and Utility
 - Infection Control
 - Employee In-Service/Education Profile
 - HIPAA
 - Last Health Screen
 - Fingerprints
 - ID Badge
- Non-County Workforce Member Exit Processing Procedure Policy (726.1)
- Non-County Staff Property and Access Clearance Sheet
- DO NOT SEND Notification Sheet
- Termination, Release, Suspension, or Transfer of Workforce Member and Clearance Procedure Policy (726.2)

NON-COUNTY STAFF IN-PROCESSING AND ORIENTATION PROCESS

The 3-Component Non-County Staff Orientation process has been implemented to ensure compliance to JCAHO Management of Human Resources Standards and other regulatory agency requirements (CMS, Title 22) and to ensure the quality and competence of non-County workforce members working in DHS hospitals and healthcare facilities.

In-Processing, Component I

1. In-Processing by Human Resources ensures that the non-County staff member has the required license, certification or registration or other credentials to perform their job and has a health clearance and is not listed in the "Do Not Send" database.
2. A Volunteer/Non-Compensated PAR initiates the process of bringing in non-County staff.
3. Fingerprinting for a criminal background check and the issuance of an identification badge are also completed during in-processing.
4. HIPAA self-study packet will be completed by non-County staff before they report or given by unit supervisor during orientation.
5. Human Resources completes a checklist and a file is generated for the non-County staff member.

Facility/Hospital-wide Orientation, Component II

1. Each new non-County staff member receives an Orientation Review Handbook for the assigned hospital/health facility from the manager, supervisor or contract staff coordinator.
2. A post test must be submitted to Human Resources as documentation of completion of the hospital orientation (within 7 days).
3. The Orientation Review Handbook will also be used for annual re-orientation of all workforce members.

Area/Unit Orientation, Component III

1. The department or the work unit gives the non-County staff member an Area/Unit-specific Orientation based on the checklist provided, Component III.
2. The manager or designee relays area-specific and job-specific information to the new staff member including area-specific safety, infection control, HIPAA, patient safety and risk management practices, policies and procedures.
3. The new staff member is given a job description; job expectations and the staff member's role in the unit are explained.
4. The initial assessment of the staff member's job skills or competencies is validated (initial skills validation or competency assessment) during or upon completion of orientation (initiated by the second shift after orientation).
5. Job performance is evaluated at the end of the orientation process (by the second shift after orientation).
6. The checklist is completed and submitted to Human Resources at the end of Area/Unit Orientation (within 7 days).

PROCEDURE FOR IN-PROCESSING NON-COUNTY STAFF

AREA/UNIT

- Contract Staff Coordinator provides non-county staff person with the Facility's Occupational/Employee Health Services Clearance Sheet
- Contract Staff Coordinator receives the Health Information and forwards/faxes the health information to Occupational/Employee Health Services
- Ensures that the Non-County Staff Member is not listed in the Do Not Send database in LotusNotes.
- Contract Staff Coordinator submits a Volunteer/Non-Compensated Personnel Action Request (PAR) form
- Contract Staff Coordinator records on the PAR form that the Health Information has been received and forwarded/faxed to Occupational/Employee Health Services with the date and individual forwarding the information noted
- Completes facility PAR process. PAR to include budget and assignment code as well as Cost Center.
- Forward approved Volunteer/Non-Compensated Personnel Action Request form to Human Resources for processing (Notation on the Personnel Action Request Form that the Health Information has been received and forwarded/faxed to Occupational/Employee Health Services will be the only way Human Resources can begin the In-Processing of a non-county staff person, otherwise, Human Resources will have to wait for Occupational/Employee Health Services clearance)

CONTRACTOR

- Administers the HIPAA Self-Study Guide and Post-Test
- Sends the Contract Staff Coordinator the HIPAA Post-Test for the non-county staff person for scoring prior to their start date

OCCUPATIONAL/EMPLOYEE HEALTH SERVICES

- Reviews/approves/clears the non-county staff person based on the Health Clearance Sheet and receipt of external Health Clearance (provided by the contractor or the non-county staff member's private physician/medical group) within the preceding 12 months in order to work in the facility
- Provides Human Resources with the appropriate health clearance for non-county staff

HUMAN RESOURCES

- Ensures that the Non-County Staff Member is not listed in the Do Not Send database in LotusNotes.
- Receives approved Volunteer/Non-Compensated Personnel Action Request form.
NOTE: Human Resources will not begin the in-processing without the notation on the PAR that the Health Information had been forwarded/faxed to Occupational/Employee Health Services
- Complete all parts of Component I—Non-County Staff In-Processing Checklist
- Create Non-County Staff HR files which will consist of: Component I—Non-County Staff In-Processing Checklist, Component II—Orientation Review Handbook Post-Test and Answer Sheet, Component III—Non-County Staff Area/Unit Orientation Checklist
- Audit HR and Area Files for completeness

AREA/UNIT SUPERVISORS/MANAGERS

- Issue Component II—Orientation Review Handbook and Post-Test and Answer Sheet
- Complete all parts of Component III—Non-County Staff Area/Unit Orientation Checklist
- Return Component II—Orientation Review Handbook Post-Test and Answer Sheet to Human Resources within 7 business days of the start date
- Return Component III—Non-County Staff Area/Unit Orientation Checklist to Human Resources within 7 business days of the start date
- Collect the HIPAA Post-test from the non-county staff person and scores test
- Create an area file for the non-county staff person to include licenses/registration/certification, competency assessments, performance evaluations, appropriate CPR certifications, etc.
- Maintain an area file for the non-county staff person with current licenses/registration/certification, competency assessments, performance evaluations, appropriate CPR certifications, etc.

NOTE: If for any reason a non-county staff person is brought in on an emergency/off shift basis, the above processes **MUST BE INITIATED** the next business day.

EXIT PROCEDURE FOR NON-COUNTY STAFF

AREA/UNIT SUPERVISORS/MANAGERS

Upon termination of assignment, Area/unit supervisors or managers must do the following within 24 hours (or next business day following a weekend or holiday):

- Inform Human Resources Facility Operations Division by e-mail notification that a non-County staff person has terminated their assignment—give person's name, position title, agency name, termination date and termination reason.
- **NOTE: If a contract agency/registry staff person has been dismissed/terminated with "DO NOT SEND" status, notify the Facility's Human Resources Operations Division immediately to place person's name on the DHS-wide "DO NOT SEND LIST" posted in Lotus Notes**
- Have the non-County staff person complete a termination form, as applicable
- Collect all County property on or before the last day worked (i.e. ID badges, gate passes, keys, beepers, cell phones, calling cards, etc.) and have person complete a clearance form, as applicable. If all County property has not been collected before the departure of the staff person, the supervisor/manager will contact the agency to assist in the collection of County property.
- Inform the following departments, as applicable, that the non-County person has terminated their County service so that their access to information systems technology and/or medication dispensing can be revoked: Information Systems and/or Hospital Information Management, Pharmacy, Finance, and Employee Health.
- Remove the non-County person's area file folder and place in the "inactive" status file

FOR HUMAN RESOURCES

- Upon receipt of notification of the termination of a non-County staff person, Human Resources Operations staff will implement the termination procedure
- **NOTE: If a contract agency/registry staff person has been dismissed/terminated with "DO NOT SEND" status, the Facility's Human Resources Operations Division will immediately place the person's name and other pertinent information on the DHS-wide "DO NOT SEND LIST" posted in Lotus Notes**

Exhibit IV
RECOMMENDATIONS ON IMPLEMENTING FULL TUITION
REIMBURSEMENT WITHOUT DECREASING COUNTY
LENGTH OF STAY COMMITMENT

Recommendations for Full Tuition reimbursement:

- The current tuition reimbursement policy is in line with policies and reimbursement guidelines from other facilities.
- Explore a pro-rated reimbursement for part time employees
- Explore implementation of RN Loan Forgiveness Program for new grads joining our facilities in exchange for a 2 year commitment
- Recommendations include exploring offering a full tuition funding for deserving students interested in a nursing career as follows:

Community Partnership: Explore private and public partnerships to fund full scholarships for deserving students in exchange for a 4 year commitment to work for one of our facilities. The cost of funding for full scholarship will be offset by a reduction in nurse registry expenses.

- ❖ Explore partnerships with local schools and colleges of nursing in underserved areas
Explore full scholarship funding for 4 deserving students enrolled in a nursing program in exchange for a 4 year commitment to work for one of our facilities. The cost of funding for full scholarship will be offset by a reduction in nurse registry expenses.
- ❖ Explore partnerships with local high schools in underserved areas
Explore full scholarship funding for 4 deserving senior students interested in pursuing a nursing career in exchange for a 4 year commitment to work for one of our facilities. The cost of funding for full scholarship will be offset by a reduction in nurse registry expenses

Please see Exhibit VI for cost analysis

The cost of these two scholarship programs will be offset by a reduction in nurse registry expenses. As permanent employees are hired, there should be a corresponding decrease in the number of nursing registry FTE.

- ❖ Explore funding for one nursing instructor at the College of Nursing to increase nursing enrollment @ approximately \$60,000 per instructor per year

EXHIBIT V
RECOMMENDATIONS ON NURSING RECRUITMENT TOOLS

Recommendations for Recruitment Tools:

- Image Enhancement:
 - ❖ Develop a nursing newsletter
 - ❖ Highlight nursing achievements at each facility
 - ❖ Designate nursing centers of excellence based on criteria
 - ❖ Work on magnet status designation for DHS facilities
- Redesign nursing website:
 - ❖ Easier navigation
 - ❖ Better format and layout to make the site visually attractive
 - ❖ Use images of DHS hospitals and facility nurses to highlight services
 - ❖ Provide links between hospital website and nursing employment website
- Marketing and Advertising:
 - ❖ Implement a vigorous marketing and advertising campaign to attract knowledgeable and competent staff; complete RFP process for marketing and advertising campaign
 - ❖ Create an image enhancement for DHS nursing
 - ❖ Create and maintain a master calendar of recruitment events, open houses, and career days
 - ❖ Direct mailing to nurses registered with California Board of Registered Nursing (BRN)
 - ❖ Revise existing recruitment advertisement from print ads to brochures and materials distributed at job fairs, including layout, format and content revisions
- Develop a centralized database to track and trend key recruitment and retention metrics such as:
 - ❖ Turnover Rate
 - ❖ Vacancy Rate
 - ❖ Return on Investment (ROI) on advertising expenses compared to the number of nurses hired as a result of the various advertising venues

Exhibit VI
COST ANALYSIS OF PROVIDING
SCHOLARSHIP vs. REGISTRY COST

COUNTY OF LOS ANGELES - DEPARTMENT OF HEALTH SERVICES
COUNTY NURSE VS. TRAVEL NURSE REGISTRIES
FY 2006-07 THROUGH FY 2011-12

DRAFT

		(Year 1)	(Year 2)	(Year 3)	(Year 4)	(Year 5)	(Year 6)	
		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	
								CUMULATIVE
<u>SALARIES & EB's</u>	BARG UNIT	SALARY & VAR EB. ^(a)	SALARY & VAR EB. ^(a)	SALARY & VAR EB. ^(b)	SALARY & VAR EB. ^(b)	SALARY & VAR EB. ^(b)	SALARY & VAR EB. ^(b)	SALARY & VAR EB.
5335 A STAFF NURSE	311			\$ 68,449 ^(c)	\$ 76,009	\$ 84,404	\$ 93,725	\$ 322,587
<u>SERVICES & SUPPLIES</u>								
NURSING PROGRAM TUITION FOR 2 YEARS ^(d)				\$ 22,000	\$ -	\$ -	\$ -	\$ 22,000
NURSE REGISTRY PHASE-OUT ^(e)		\$ 150,804	\$ 155,328	\$ 119,991	\$ -	\$ -	\$ -	\$ 426,124
DHS TOTAL COSTS:		\$ 150,804	\$ 155,328	\$ 210,441	\$ 76,009	\$ 84,404	\$ 93,725	\$ 770,712 ^(f)
TRAVELER RNs REGISTRY ^(g)		\$ 150,804	\$ 155,328	\$ 159,988	\$ 164,788	\$ 169,732	\$ 174,824	\$ 975,464 ^(h)
ESTIMATED SAVINGS/(COSTS) PER FTE:		\$ -	\$ -	\$ (50,452)	\$ 88,779	\$ 85,328	\$ 81,098	\$ 204,753

Notes/Assumptions:

- (a) Assumes a full-time student who is not yet employed by the county.
- (b) Assumes 3% annual COLA from FY 06-07 base year.
- (c) Represents top-step (maximum) salary rate, per salary schedule 85-L.
- (d) Assumption that DHS will pay the full tuition for the two-year nursing program and the person will graduate with an RN degree.
- (e) Based on MLK/D's December 2005 Registry report, calculated as follows: FY 05-06 Average Travel Nurse hourly rate of \$83 multiplied by 1,764 FY 05-06 County Productive Hours per Auditor-Controller, and increased by 3% annual COLA. FY 08-09 represents registry utilization at 75%, and completely phased out by FY 09-10.
- (f) Represents total cost to the county for one nurse FTE over a period of 4 years, including tuition incentive, with a commitment of 4 year county service .
- (g) Based on MLK/D's December 2005 Registry report for Travel Nurses. Calculation for FY 06-07: FY 05-06 average Travel Nurse hourly rate of \$83 multiplied by 1,764 County Productive Hours per Auditor-Controller, increased by 3% COLA. Projections for the outyears are also increased by 3% COLA annually.
- (h) Represents estimated Travel Nurse registry costs over 6 years, based on 1,764 productive hours per year and \$83 hourly rate.

EXHIBIT VII
IMPLEMENTATION TIMETABLE

IMPLEMENTATION TIMETABLE

RECOMMENDATION:	PROGRAM DEVELOPMENT START DATE:	PROGRAM IMPLEMENTATION COMPLETION DATE:	RESPONSIBILITY:
<i>Formal New Grad Training Program</i>	End of Q2 2006	Q3 2006	DHS FACILITY CNO'S
<i>Formal Specialty Training Program</i>	End of Q2 2006	Q3 2006	DHS FACILITY CNO'S
<i>Formal Preceptor Training Program</i>	End of Q2 2006	Q3 2006	DHS FACILITY CNO'S
<i>Streamline Hiring Process</i>	Q3 2006	Q4 2006	DHS
<i>RN Classification System</i>	Currently in discussion with union management	After contract expiration	CAO; DHR; DHS; County Counsel
<i>Create a Centralized Database to Track ROI on Dollars spent on advertising & marketing</i>	Q3 2006	Q4 2006	DHS
<i>Salary Survey</i>	Ongoing	Ongoing	CAO
<i>Increase Number of Senior Nurse Students</i>	Q2 2006	Q3 2006	DHS; CAO; DHR; County Counsel

IMPLEMENTATION TIMETABLE

RECOMMENDATION:	PROGRAM DEVELOPMENT START DATE:	PROGRAM IMPLEMENTATION COMPLETION DATE:	RESPONSIBILITY:
<i>Create Non-Nursing Items to Support Nurses at the Bedside</i>	Q3 2006	Q4 2006	DHS; CAO, DHR; County Counsel
<i>Advertising and Marketing</i>	End of Q3 2006	Q4 2006	DHS
<i>Employee Referral</i>	Q1 2006	Implemented @ MLK Q1 2006 System-wide roll out End of Q2006	DHS
<i>Nurse Internship</i>	Q4 2006	Q1 2007	DHS; CAO; DHR; County Counsel
<i>Benefit At a Glance</i>	Q1 2006: COMPLETED		DHS
<i>Redesign Nursing Website</i>	End of Q2 2006 Revision started in January	Q3 2006	DHS
<i>Image Enhancement Nursing Newsletter</i>	Q4 2006	Q1 2007	DHS
<i>36 Hour Work-Week</i>	Manual Process End of Q3 2006	Automated Process – A Long Term Goal	CAO; DHS; DHR; County Counsel
<i>Job Shadowing</i>	Q4 2006	Q1 2007	DHS
<i>Staff Satisfaction Survey</i>	Q4 2006	Q4 2006	CAO; DHS; DHR County Counsel

IMPLEMENTATION TIMETABLE

RECOMMENDATION:	PROGRAM DEVELOPMENT START DATE:	PROGRAM IMPLEMENTATION COMPLETION DATE:	RESPONSIBILITY:
<i>Add relief item positions for LVN's and nursing attendants</i>	Q2 2006	Q3 2006	DHS; CAO; DHR; County Counsel
<i>Increase RN Relief Items</i>	Q2 2006	Q3 2006	DHR; CAO; DHR; County Counsel
<i>Preceptor Incentive</i>	Q3 2006	Q4 2006	DHS, CAO, DHR; County Counsel
<i>Pro-rated Reimbursement for Part Time Nurses</i>	Q3 2006	Q4 2006	DHS; DHR; CAO; County Counsel
<i>RN Loan Forgiveness (Long Term Goal)</i>	Long Term Goal Develop Plan Q4 2006	Q2 2007	DHS; CAO; DHR; County Counsel
<i>Career Advancement Program (Long Term Goal)</i>	Long Term Goal Develop Plan Q4 2006	Q1 2007	DHS; CAO; DHR; County Counsel
<i>College of Nursing Alternate Site (Olive View / UCLA Campus)</i>	Long Term Goal Develop Plan Q1 2007		DHS; CAO; DHR
<i>Explore Scholarship funding (Long Term Goal)</i>	Long Term Goal Develop Plan Q1 2007		DHS; CAO; DHR; County Counsel
<i>Out of Country Recruitment Partnership with Foreign Countries (Long Term Goal)</i>	Long term Goal Develop Plan Q1 2007		DHS; CAO; DHR; County Counsel
<i>Automation of Clinical Documentation (Long Term Goal)</i>	Timeline would depend on prioritization of information technology		DHS